

**CJCSI 3500.02C
14 August 2000**

**JOINT TRAINING MASTER PLAN 2002
FOR
THE ARMED FORCES
OF THE UNITED STATES**



**JOINT STAFF
WASHINGTON, D.C. 20318-0300**

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CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

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JOINT TRAINING MASTER PLAN 2002 FOR THE ARMED FORCES OF THE UNITED STATES

References: See Enclosure J.

1. Purpose. This instruction provides guidance for planning and conducting joint training and exercises. It outlines common requirements, establishes milestones for the long-range development of joint training, and details the role of US Joint Forces Command (USJFCOM) as the lead Joint Force Integrator, DOD Executive Agent for Joint Warfighting Experimentation, and lead agent for joint force training IAW the Unified Command Plan (UCP) 1999.

2. Cancellation. CJCSI 3500.02B, 1 May 1998, is canceled.

3. Applicability. This CJCSI applies to the combatant commands, combat support agencies, Services, Joint Staff, and joint organizations responsive to the Chairman of the Joint Chiefs of Staff (CJCS). It guides joint commanders in developing training requirements, focusing training resources, devising joint training plans, executing joint training, and assessing training proficiency. The guidance in this instruction is authoritative. As such, this instruction will be followed except when, in the judgment of the commander, exceptional circumstances dictate otherwise.

4. Policy. Title 10, United States Code, section 153, prescribes that subject to the authority, direction, and control of the President and the Secretary of Defense, the Chairman of the Joint Chiefs of Staff will be responsible for formulating the following policies:

- a. Joint training of the Armed Forces.
- b. Coordination of the military education and training of members of the Armed Forces.

5. Definitions. See Glossary, Part II.
6. Responsibilities. Enclosure A contains detailed procedures for implementing Joint Training Policy (JTP).
7. Summary of Changes. This CJCSI has been revised and reorganized. The focus has shifted from installing the Joint Training System (JTS) toward managing and improving the quality of joint training. Added emphasis is placed on coordination with combat support agency, multinational, and interagency cooperation and support of combatant commanders' joint mission-essential tasks. Additional consideration is given to both operational tempo (OPTEMPO), personnel tempo (PERSTEMPO), and deployment tempo (DEPTEMPO) limitations. Guidance is prescribed for the increased participation and proper integration of Reserve Component forces and full integration of interagency and multinational partners in joint training and exercises. Enclosure I develops the vision and future JTS in the context of the continuing 5-year plan format. Future Joint Training Master Plans (JTMPs) will clarify the roles of the aforementioned organizations.
8. Additional Copies. Joint Staff directorates may obtain a limited number of copies of this instruction from the Records Management and Automation Support Branch, Room 2B917. This publication is also available on the Joint Electronic Library CD-ROM and on the worldwide web at address <http://www.dtic.mil/doctrine/jel/index.html>. The combatant commands, combat support agencies (CSAs), Services, and all other holders are authorized to reproduce, print, and stock additional copies to meet their internal distribution requirements.
9. Releasability. This instruction is approved for public release; distribution is unlimited. DOD components (to include the combatant commands), other Federal agencies, and the public may obtain copies of this instruction through the Internet from the CJCS Directives Home Page at --<http://nmcc20a.nmcc.smil.mil/users/dj9j7ead/doctrine/jel/cjcsd/cjcsi.htm>. Copies are also available through the Government Printing Office on the Joint Electronic Library CD-ROM.

14 August 2000

10. Effective Date. This instruction is effective upon receipt.

For the Chairman of the Joint Chiefs of Staff:



S.A. FRY
Vice Admiral, U.S. Navy
Director, Joint Staff

Enclosures:

- A -- Chairman of the Joint Chiefs of Staff Joint Training Master Plan 2002
 - B -- Chairman of the Joint Chiefs of Staff Joint Training Guidance
 - C -- Joint Training System
 - D -- Chairman of the Joint Chiefs of Staff Joint Training Program
 - E -- Combatant Commanders Joint Training Program
 - F -- United States Joint Forces Command Joint Training Program
 - G -- United States Joint Forces Command Joint Mission Essential Task List
 - H -- Joint Training Information Management System (Previously Joint Exercise Management Package) Implementation Master Plan
 - I -- Joint Training Milestones
 - J -- References
- Glossary

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ENCLOSURE A

CHAIRMAN OF THE JOINT CHIEFS OF STAFF
JOINT TRAINING MASTER PLAN 2002

INTRODUCTION BY THE CHAIRMAN OF THE JOINT CHIEFS OF STAFF

"Joint training is about people and teamwork. The foundation of our military is people -- those highly trained soldiers, sailors, airmen, marines, and civilians who continue to make us the finest military in the world. Without question, the United States has the best men and women in the world in service to their country. Yet, as has been proven throughout history, the key to successful military operations is teamwork. Teamwork is what "jointness" is all about, the ability to integrate the efforts of the Armed Forces, and our multinational partners, into a single team. Training and education are what prepare people to operate as a team.

As the 21st century unfolds before us, the challenge will continue to be how well we are able to operate as a single, unified military force, particularly in a major theater war (MTW). Our doctrine, joint and Service, describes how we operate. The training challenge is to ensure that every member of the team knows doctrine, as well as their role, their responsibilities, and their job. As we move into the new millennium, it becomes critical we operate as a team. We cannot afford to unnecessarily duplicate or unknowingly overlook any essential capability requirements. For training, my intent for this JTMP is to provide centralized guidance. The responsibility for executing the Joint Training System remains, as always, with the commanders, for they are ultimately responsible for accomplishing their missions. Starting with this JTMP, however, we now focus on orchestrating the global execution of the Joint Training System. Using the policy recommendations of the Joint Staff and the execution support and insight of US Joint Forces Command (USJFCOM), the JTMP establishes my authoritative guidance in support of combatant commanders, combat support agencies and Service component commanders in conducting the finest, most realistic, and most effective joint training possible."

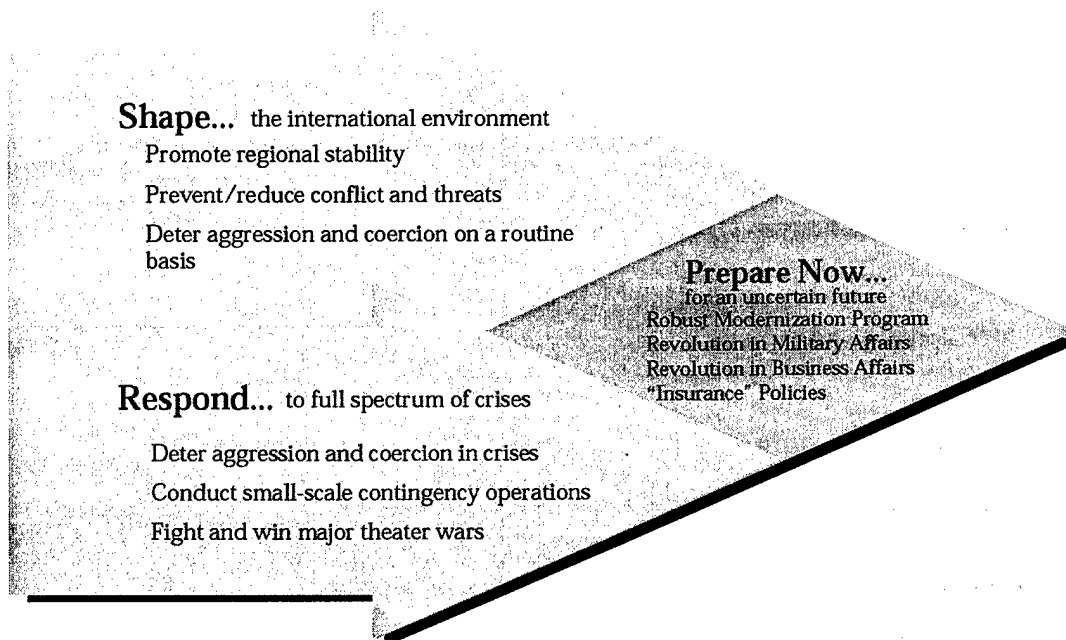
JTMP 2002 provides CJCS joint training guidance to CINCs, CSAs, Services, and The Joint Staff.

1. Purpose

a. The Joint Training Master Plan 2002 provides guidance from the Chairman of the Joint Chiefs of Staff (CJCS) to the combatant commands, Services, Joint Staff, and combat support agencies for planning, and conducting joint training. It provides milestones for integration of the combat support agencies and joint organizations into a requirements-based

training system and provides guidance for integration of multinational forces into joint training programs. It also outlines missions and responsibilities for joint organizations and combatant commanders in support of joint training and exercises.

b. The National Military Strategy (NMS) requires our Armed Forces to help **shape** the international environment and **respond** to the full spectrum of potential crises, while **preparing now** for an uncertain future. Our military forces' fundamental purpose is to deter and defeat threats of organized violence against the United States and our interests; their core competence is the application of decisive military power; and their foremost task remains to fight and win our Nation's wars. Our Armed Forces are engaged worldwide on a continual basis to accomplish two national military



objectives -- promoting peace and stability and defeating adversaries. To support this strategy in the face of weapons of mass destruction (WMD) and other asymmetric threats, the United States must maintain forces of sufficient size, depth, flexibility, and combat power to defend the US homeland; maintain effective overseas presence; conduct a wide range of concurrent engagement activities and smaller scale contingencies, including peace operations; and conduct decisive campaigns against adversaries in two distant MTWs in overlapping timeframes. Training programs must be designed to train the mission-essential tasks and supporting tasks that ultimately permit the successful execution of the National Military Strategy.

2. Scope

a. This JTMP communicates CJCS training guidance, and initiates the joint training planning cycle for fiscal year (FY) 2003-2005. Through the CJCS training priorities and operational tasks, this instruction serves as a source document for coordination of common joint training requirements. Programming guidance is also included.

b. The Joint Staff, J-7, is the CJCS proponent to formulate policies for the joint training of the Armed Forces. The J-7 facilitates and coordinates CJCS- and combatant-commander-sponsored training and exercises. USJFCOM focuses resources on more efficient and effective joint training. To assist USJFCOM, the JTMP provides guidance for implementing a standardized process for conducting joint training events and joint forces and headquarters (HQs) training. The JTMP provides guidance on assisting all joint commands in prosecuting their joint training and exercise programs, operationalizing Joint Vision 2020 (JV 2020), developing and applying modeling and simulations, and incorporating Joint Center for Lessons Learned conclusions into joint training support. In addition, the JTMP provides guidance on the scheduling, deconfliction, and synchronization of training exercises. Other guidance on joint readiness and experimentation as well as joint/interoperability training is included.

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ENCLOSURE B

CHAIRMAN OF THE JOINT CHIEFS OF STAFF JOINT TRAINING GUIDANCE

1. Intent. The Chairman of the Joint Chief of Staff's intent is to ensure the Armed Forces are trained to operate successfully in the full spectrum of conflict and are employed effectively in MTWs or small-scale contingency operations (SSCOs). Joint training will be primarily focused on warfighting, but must also prepare forces for other missions.

CJCS INTENT

TRAIN THE ARMED FORCES OF THE UNITED STATES TO
OPERATE SUCCESSFULLY IN THE FULL SPECTRUM OF
CRISES.

FIVE TENETS OF JOINT TRAINING

- USE JOINT DOCTRINE
- COMMANDERS ARE THE PRIMARY TRAINERS
- MISSION FOCUS
- TRAIN THE WAY YOU INTEND TO FIGHT
- CENTRALIZE PLANNING, DECENTRALIZE EXECUTION

The five tenets of joint training provide the principles upon which joint training programs will be developed and executed. Efforts must also ensure that scarce resources are efficiently applied to develop and maintain an integrated and flexible joint fighting force with a manageable training OPTEMPO and PERSTEMPO.

a. Joint Training Goals. The NMS requires military forces be appropriately sized and postured to perform a wide range of missions in concert with our allies. Units should primarily train to support those operational plans to which they are apportioned. Training emphasis should initially focus on MTW core competencies to apply decisive military power to deter and/or win, and then on SSCO.

JOINT TRAINING GOALS

1. PREPARE FOR MTW
2. PREPARE FOR SSCO
3. PREPARE FOR MULTINATIONAL OPERATIONS
4. INTEGRATE THE INTERAGENCY PROCESS
5. FACILITATE JV 2020

b. Focus. The joint training strategy in the coming years will continue to focus on planning, resourcing, executing, and assessing requirements-based training, to an established standard, under varying conditions. The JTS process (identify requirements, develop plans, execute, assess) will remain a constant, providing training stability as the operational concepts of Joint Vision 2020 are implemented. The JTS overhead and administrative

requirements will be kept simple and to a minimum. Combatant commanders' training requirements must remain based upon assigned missions and essential tasks. National Guard and Reserve forces must be routinely integrated into joint training to the full extent that they would function during operations. Moreover, in keeping with the idea of "one team, one fight," integration of interagency and multinational structure must also be considered. Training plans will be based on an assessment of the command's Joint Mission Essential Task List (JMETL), training proficiency, and available training resources.

c. Future. Preparing forces to maximize information superiority and technological innovation will be essential to success in any future conflict. Joint training will be realistic, stressful, require integration of joint capabilities at all levels, remain the cornerstone of readiness, and form the bedrock of a system of national preparedness. Future joint training will also be more distant and distributed; moving more electrons and fewer people as technology is leveraged to reduce OPTEMPO, PERSTEMPO, deployment tempo (DEPTEMPO), and cost.

d. Joint Training Audience. The JTS supports joint, multinational, and interagency training and exercises focused on commanders, staffs, and component forces including joint task forces (JTFs). The JTS assists the Chairman of the Joint Chiefs of Staff, combatant commanders, CSAs, joint force commanders (JFCs), Service Chiefs, and Reserve Components in their preparation for joint and combined operations, and facilitates the development and assessment of joint doctrine and the CJCS joint vision. The instruments through which the training audience is supported range from training teams such as the Joint Training System Support Team (JTSST), Deployable Training Team (DTT), the Joint Distributed Learning Center (JDLC) and centralized training such as the UNIFIED ENDEAVOR (UE) exercises.

THE DESIRED END STATE IS . . .

- IMPROVE READINESS OF JOINT FORCES
- IMPROVE INTEROPERABILITY
- IMPLEMENT AN EFFICIENT AND EFFECTIVE PROCESS FOR APPLYING SCARCE SERVICE RESOURCES
- UNIFY DOD TRAINING AND EXERCISE EFFORT
- ENHANCE COOPERATION AND PARTICIPATION BY INTERAGENCY AND MULTINATIONAL PARTNERS
- GLEAN TRAINING AND WARFIGHTING VALUE FROM REGIONAL ENGAGEMENT

e. End State. The desired end state of joint training is the improved readiness of joint forces, a training and exercise strategy aligned with the NMS, improved interoperability among joint forces and with external

agencies, complete integration of the entire DOD team (including the interagency process), a more stable way to optimize the application of scarce service resources, and a unified Department of Defense (DOD) training and exercise effort that includes incorporation of CSAs, interagency participants, multinational partners, and the Reserve Components.

2. Program Intent. A wide range of elements impact the JTS from a programmatic standpoint. These elements, many of which are full-fledged programs, are listed as follows:

a. Planning, Programming, and Budgeting System (PPBS). Directly impacts the priority and scheduling of training events.

b. Integrated Priority List (IPL). A list of a combatant commander's highest priority requirements, prioritized across Service and functional lines, defining shortfalls in key programs that adversely affect the capability of the combatant commander's forces to accomplish assigned missions. The integrated priority list provides the combatant commander's forces recommendations for programming funds in the PPBS process. The IPL is one of only two places where a commander identifies needs; the other is the JMETL. The IPL identifies resource needs and the JMETL-based Joint Training Plan (JTP) identifies training needs. Commanders may use the IPL to identify their requirements for JTS support.

c. Joint Requirements Oversight Council (JROC)/Joint Warfighting Capabilities Assessment (JWCA). Deficiencies are nominated to the JROC Secretariat J-8, Director for Force Structure, Resource, and Assessment, Joint Staff for JWCA consideration. These deficiencies are not already fixed in the Program Objective Memorandum (POM) and appear to warrant further programmatic action. Funding for joint training and joint training support issues has routinely appeared before JROC/JWCA and joint trainers need to use these forums to address resource requirements.

d. Defense Planning Guidance (DPG). Specific programmatic guidance is contained in the most recent DPG. Readiness and sustainability remain the highest resource priorities of the Department of Defense and constitute the two most essential components of military preparedness. They are critical to the successful execution of US defense strategy. Priorities for funding joint training events have been developed and are found in the DPG.

e. Quadrennial Defense Review (QDR). Offers specific guidance in minimizing redundancy in training to support effectiveness in the face of downsizing. Specifically, where possible, exercises should be consolidated and synchronized to enhance joint training. Also the QDR states that priority should be given to joint exercise programs that emphasize using technol-

ogy as a training enabler and deemphasize the inefficiencies of large-scale personnel movements.

f. Joint Strategic Capabilities Plan. The Joint Strategic Capabilities Plan (JSCP) provides guidance to the CINCs, Service Chiefs, and Defense agencies to accomplish tasks and missions based on near-term military capabilities. It apportions resources to the CINCs based on military capabilities resulting from completed program and budget actions. The JSCP fulfills, in large part, the Chairman's statutory responsibility to assist the President and the Secretary of Defense in providing for the strategic direction of the Armed Forces of the United States.

g. Unified Command Plan 1999 (UCP 99). Disestablishes US Atlantic Command (USACOM) and establishes US Joint Forces Command (USJFCOM). The plan identifies duties for USJFCOM as lead agent for joint force training; force provider; Executive Agent for joint experimentation; responsible for the planning and execution of military assistance to civil authorities for consequence management (CM) in the United States and its territories and possessions. In the continental United States (CONUS), it is accomplished through the establishment of a standing joint task force-civil support (JTF-CS).

h. Joint Vision (JV) 2020 Strategy. JTS relationship to JV 2020 is a two-way street. The JTS adds to JV 2020 a capability to investigate future warfighting concepts by providing the baseline to begin those investigations. Results of desired operational capabilities assessments and joint warfighting experiments are reported to senior leaders. The JTS process will remain a constant, providing stability to training as the operational concepts of JV 2020 are incorporated into joint doctrine/joint tactics, techniques, and procedures (JTTP) and implemented. It is important to remember that desired operational capabilities are future requirements; whereas, the JMETL and assessment of current training status represents today's needs and requirements for joint training.

i. Presidential Decision Directive (PDD 56). PDD 56 mandates interagency training for select complex contingency operations and empowers the National Defense University to develop and conduct an interagency training program. Whenever possible, our training and exercises should support this endeavor. In turn, the JTS affords the PDD 56 interagency training process with a laboratory to operationalize policy and strategic-level plans. While PDD 56 does not apply to all contingencies, its intent does. The desired end state for multiagency training is to identify agency core competencies, procedural disconnects, and common ground to achieve US unity of effort. To this end, we must include interagency operations as part of the after-action review procedures so that we can build on training expe-

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riences and update professional military education (PME). Unity of effort is all about responsibility and burden sharing. We will execute as we train; therefore, we must engage applicable agencies in dialogue designed to integrate, synchronize, and harmonize operations consistent with each agency's charter and mission.

j. Experimentation. Joint experimentation is an iterative process of collecting, developing, and exploring concepts to identify and recommend value-added solutions resulting in changes to doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) required to achieve significant advances in future joint operational capabilities. Joint experimentation is intended to prevent adversarial surprises and maintain superiority. It also adds a link to interoperability evaluations and assessments.

k. CJCS Exercise Program (CEP) Vs. Theater Engagement Planning (TEP). The CEP, under J-7 office of primary responsibility (OPR) consists of CJCS-sponsored exercises and combatant-commander-sponsored exercises that focus on strategic national (SN) and strategic theater (ST) level-of-war joint tasks lists. These exercises provide training events for national-level decision makers, staffs, and CSAs to aid in determining readiness and effectiveness of worldwide command, control, communications, computers, and intelligence (C4I) and to test plans and procedures in crises. They include Command Post Exercise (CPX) POSITIVE FORCE, CJCS No-Notice Interoperability Exercises (NIEX) POSITIVE RESPONSE, NATO Crisis Management Exercises (CMXs), and those exercises run by each combatant commander as their portion of the CEP. The combatant commander's portion of the CEP is designed to focus on joint training. The TEP, under Joint Staff, J-5, sponsorship, consists of deliberate engagement plans for all military activities involving other nations that is intended to shape the security environment in peacetime and is comprised of the combatant commander's Theater Engagement Strategic Concept and Engagement Activities annexes. Theater engagement encompasses all military activities involving other nations intended to shape the security environment in peacetime within a geographic theater described in the UCP. The TEP provides a linkage between strategic objectives and engagement activities. These activities are categorized as operational activities, combined exercises, combined training, combined education, military contacts, security assistance, humanitarian assistance (HA), and any combatant commander designated activity. The CEP and TEP provide the Chairman and combatant commanders integrating tools to ensure that all forms of training, designated in the CEP and in support of the TEP, are managed professionally on a noncompetitive basis and that training resources and programs are optimized to achieved strategic objectives.

1. Interagency Operations. The future JTS must include interagency aspects in order to create realistic conditions within which commanders make decisions. The US military will rarely respond to crisis alone because contemporary challenges require the NCA to respond with a mix of political, economic, humanitarian, and military resources. Leaders are faced with the challenge of unifying effort to ensure a cohesive USG response. This challenge suggests the need for a single training and doctrine system. However, USG agencies outside of the Department of Defense are not subject to DOD training standards and practices. Part of our leader development must include educational opportunities such as seminars and conferences to analyze and discuss the "cultural" nuances, missions, and operational procedures to promote better interagency understanding and improved coordination. Agencies then need to be integrated into our exercises to practice unity of effort through consensus, not through unity of command. (Universal Joint Task List (UJTL) tasks: ST 8.2 -- Provide Support to Allies, Regional Governments, International Organizations or Groups; ST 8.3 -- Obtain Support for US Forces and Interests; OP 5.7 -- Coordinate and Integrate Joint/Multinational and Interagency Support.)

3. Joint Training Guidance. The following subject areas are critical to managing and executing joint training in the future:

a. JV 2020. JV 2020 provides a conceptual framework for America's Armed Forces to think about the future. This framework is a means to leverage technological opportunities and channel human vitality and innovation to achieve new levels of effectiveness in joint operations. Focused toward achieving dominance across the range of military operations through the application of new operational concepts, this template provides a common direction for the Services, combatant commands, and combat service agencies as they prepare to meet an uncertain and challenging future. JV 2020 is built on the premise that modern and emerging technologies should make possible a new level of joint operations capability. Commands should leverage the enablers of JV 2020 in exercises, whenever and wherever possible, in the CJCS Exercise Program to achieve new levels of joint warfighting. (UJTL task: ST 7.1.5 -- Determine Theater Warfighting and Other Needs, Solutions, and Concepts; JP 5-0, "Doctrine for Planning Joint Operations"; CJCSM 3122.01, "Joint Operation Planning and Execution System, VOL. I"; CJCSM 3122.03, "Joint Operations Planning and Exercise System, VOL. II, Planning Forms and Guidance.")

b. Combat Support Agency Operations. CSAs include Defense Information Systems Agency (DISA), the Defense Intelligence Agency (DIA), the Defense Logistics Agency (DLA), the National Imagery and Mapping Agency (NIMA), the National Security Agency (NSA), Defense Threat Reduction Agency (DTRA), and any other Defense agency designated as a

combat support agency by the Secretary of Defense). The future of joint training is an integrated and synchronized effort supporting the National Command Authorities (NCA) and the combatant commanders. It should include rehearsal and synchronization training between the combatant commands, JTFs, other elements of the Department of Defense, and CSAs. Integration of individual combatant commands', joint organizations', and CSAs' joint training plans into an integrated, synchronized, and coordinated effort will achieve greater efficiency in training as well as increased overall readiness. Commands should expand their exercise program to include participation by the CSAs in a role consistent with their tasked support in contingency operations. The desired end state is a focus on identifying and assessing combat support agency capabilities and core competencies, identifying procedural disconnects, and attaining unity of effort by solidifying the relationship between civilian organizations and the military forces. (UJTL tasks; ST 8.5 -- Coordinate and Integrate Regional Interagency Activities; OP 5.7 -- Coordinate and Integrate Joint/Multinational and Interagency Support; JP 3-08, "Interagency Coordination During Joint Operations.")

c. Multinational Operations. Fully integrated multinational operations, including command and control of multinational forces, require close communication and cooperation among all parties with consideration of the varied cultural frames of reference. The intent in training will be to ensure an effective multinational operating environment. Focus will be placed on combined command and control as well as the interfaces between various organizational or functional areas of responsibility. Commands should plan to exercise multinational cooperative arrangements and cross-servicing agreements whenever possible. Command transition and contingency disengagement procedures between US and United Nations commanders should be practiced. (UJTL tasks: ST 8.2 -- Provide Support to Allies, Regional Governments, International Organizations or Groups; ST 8.3 -- Obtain Support for US Forces and Interests; OP 5.7 -- Coordinate and Integrate Joint/Multinational and Interagency Support; JP 3-16, "Joint Doctrine for Multinational Operations.")

d. Interface Between Commands. Historically, training has been conducted within a combatant command without regard to its effect on or participation by another combatant command. The changes in the ability to communicate worldwide have made the linking of training events between commands a reality. Linking training events between commands is taking on new impetus as commands realize the added value of command participation in worldwide events, take advantage of multiple training opportunities, and provide a more realistic training environment that more accurately reflects actual operations. The interface between supported and supporting commands should be identified and exercised often within the

supported command's exercise program. Command-linked tasks in a JMETL are a method of identifying this interface. Moreover, command transition and contingency disengagement procedures between US unit commanders should be practiced. The USJFCOM UE series provides an excellent environment to synchronize and link joint training events between various levels of command. (UJTL tasks: ST 1.3.4 -- Integrate Direct Action in Theater; ST 6.1.3 -- Establish Theater Space System Force Enhancement Operations; ST 7.1.4 -- Determine and Validate Forces and Cargo to be Deployed or Redeployed; OP 5.5.5 -- Establish Command Transition Criteria and Procedures; JP 0-2, "Unified Action Armed Forces.")

e. Information Superiority. JV 2020 asserts that information superiority along with new technology will transform the traditional battlespace functions of maneuver, strike, protection, and logistics into four new operational concepts: 1) dominant maneuver; 2) precision engagement; 3) full-dimensional protection; and 4) focused logistics. The three components of information superiority are information transport and processing, battlespace awareness, and information operations. The commands should aggressively incorporate information operations (IO) strategies into their exercises, synchronizing IO with air, land, sea, space, and special operations -- as well as interagency, multinational, joint, service, and Reserve Component operations -- in harmony with diplomatic, economic, and informational efforts to more efficiently achieve national and military objectives. (UJTL tasks: ST 2.2 -- Collect Theater Strategic Information; ST 2.3 -- Process and Exploit Collected Theater Strategic Information; ST 5.1 -- Operate and Manage Theater C4I Environment; ST 5.5 -- Conduct Theater-Wide Information Operations (IO); ST 6.2 -- Coordinate Protection for Theater Forces and Means; ST 6.3 -- Secure Theater Systems and Capabilities; OP 2.2 -- Collect and Share Operational Information; OP 5.1 -- Acquire and Communicate Operational Level Information and Maintain Status; OP 5.6 -- Coordinate Operational Information Operations (IO); OP 6.3 -- Protect Systems and Capabilities in Joint Operations Area (JOA); JP 3-13, "Joint Doctrine for Information Operations.")

f. Strategic Mobility. Training and exercising to explore the JV 2020 concept of focused logistics, the fusion of information, logistics, and transportation technologies to project power with the most capable forces at the decisive time and place is essential. A significant amount of the forces to be deployed in an MTW will come from CONUS-based units. Determination of deployment requirements and joint reception, staging, onward movement, and integration (JRSOI) of those forces and subsequent redeployment should be a key concern of combatant commanders. The desired end state is integrated deployment, staging, employment, and redeployment to support warfighting requirements. Commands should include mobility and JRSOI events, including joint logistics over-the-shore (JLOTS) in joint

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training exercises where applicable. (UJTL tasks: SN 1.2 -- Conduct Deployment and Redeployment; ST 1.1 -- Conduct Intratheater Strategic Deployment; ST 1.1.2 -- Coordinate Theater Strategic Joint Reception, Staging, Onward Movement and Integration (JRSOI); ST 1.4 -- Enhance Strategic Mobility; OP 1.1.2 -- Conduct Intratheater Deployment and Redeployment of Forces within Joint Operations Area (JOA); OP 4.2 -- Synchronize Supply of Fuel in Joint Operations Area (JOA); OP 4.5.1 -- Provide for Movement Services in Joint Operations Area (JOA); OP 5.3 -- Prepare Plans and Orders; TA 4.2 -- Distribute Supplies and Provide Transport Services; TA 1.1.1 -- Conduct Tactical Airlift Operations; TA 4.4 -- Conduct Joint Logistics Over-the-Shore (JLOTS) Operations; TA 5.3 -- Conduct Force Deployment Planning and Execution and Integrate with JOPES; JP 3-35, "Joint Deployment and Redeployment Operations"; JP 4-0, "Doctrine for Logistics Support of Joint Operations"; JP 4-01, Joint Doctrine for the Defense Transportation System"; JP 4-01.1, "Joint Tactics, Techniques, and Procedures for Airlift Support to Joint Operations"; JP 4-01.2, "Joint Tactics, Techniques, and Procedures for Sealift Support to Joint Operations"; JP 4-01.3, "Joint Tactics, Techniques, and Procedures for Movement Control"; JP 4-01.5, "Joint Tactics, Techniques, and Procedures for Water Terminal Operations"; JP 4-01.6, "Joint Tactics, Techniques, and Procedures for Joint Logistics Over-the-Shore (JLOTS)"; CJCSM 3122.01, "Joint Operation Planning and Execution System, Vol. I (Planning Policies and Procedures).")

g. Nuclear, Biological, and Chemical (NBC) Defense. The proliferation of NBC weapons (often referred to as WMD) has the potential of rapid destabilization in many regions of vital interest to the United States. Effective deterrence will depend on a range of nuclear and conventional response capabilities as well as active and passive defenses and supporting command, control, communications, and intelligence. Commanders must concentrate on protecting their forces and improving their ability to conduct operations in NBC environments. Commands should include in their training plans flexible deterrent options to anticipate and respond against adversaries. (UJTL tasks: ST 6.2.8 -- Establish NBC Defense in Theater; ST 8.4.4 -- Counter Weapon and Technology Proliferation; OP 6.2.8 -- Establish NBC Protection in the Joint Operations Area (JOA); TA 6.6 -- Coordinate for Chemical and Biological Defense; JP 3-11, "Joint Doctrine for Nuclear, Biological, and Chemical (NBC) Defense"; JP 3-12, "Doctrine for Joint Nuclear Operations," JP 3-12.1, "Doctrine for Joint Theater Nuclear Operations.")

h. Theater Missile Defense (TMD). Effective TMD requires close cooperation among many command levels and organizations. Combatant commanders should exercise these command relationships and exchange of information at all appropriate levels, including individual units. Theater

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training should be maximized to improve operator understanding of missile warning data dissemination and the secondary voice reporting system. (UJTL tasks: ST 6.1.5 -- Organize and Coordinate Theater Missile Defense; OP 6.1.5 -- Conduct Joint Operations Area (JOA) Missile Defense; TA 1.5.2 -- Gain and Maintain Air Superiority (offensive counterair (OCA) and defensive counter-air (DCA)); TA 3.2.3 -- Conduct Joint Interdiction Operations; TA 6.5 -- Provide for Combat Identification; TA 3.2.7 -- Conduct Air and Missile Defense Operations; JP 3-01.5, "Doctrine for Joint Theater Missile Defense"; JP 3-01, "Joint Doctrine for Countering Air and Missile Threats.")

i. Countermeasures. Many of the precision strike capability weapons now depended on by US forces and by our adversaries are electro-optical/infrared (EO/IR) based. Operations DESERT STORM and ALLIED FORCE demonstrated the effectiveness of these systems. However, these weapons can be effectively suppressed by EO/IR countermeasures. EO/IR countermeasures should be incorporated as an integral part of joint exercises and simulations. (UJTL tasks: ST 3.2.2.2 -- Conduct Theater Electronic Attack (EA); ST 6.3.2 -- Employ Theater Electronic Security; OP 3.2.2.2 -- Employ Electronic Attack (EA) in the Joint Operations Area (JOA); OP 6.2.3 -- Protect Use of Electromagnetic Spectrum in the Joint Operations Area (JOA); OP 6.3.3 -- Employ Electronics Security in the Joint Operations Area (JOA) for Operational Forces; JP 3-09.1, "Joint Tactics, Techniques and Procedures for Laser Designation Operations," and DOD Directive 3222.4, "Electronic Warfare (EW) and Command and Control Warfare (C2W) Countermeasures.")

4. Specific Directives for Execution of Joint Training. These directives/issues are incorporated into the JTMP to ensure appropriate visibility by the combatant commands and combat support agencies in developing their joint and agency training plans. Commanders and joint training and exercise planners should consider these for emphasis in the upcoming training cycle. Many of these sections formerly comprised the CJCS Commended Training Issues (CCTIs), but have herein been incorporated as specific directives for joint training.

a. MTW Vs SSCO. Although preparing US forces to fight and win wars remains the highest national military training priority, people, units, and headquarter staffs must be prepared for other missions as well. Accordingly, appropriate individuals as well as collective training must be planned and executed consistent with assigned missions and priorities. Skills required for SSCO missions; e.g., peacekeeping or humanitarian assistance, are different from those required for warfighting. Advanced preparation of forces is essential to ensure mission success. These skills must be trained and assessed in alignment with assigned priorities in the

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command's joint training program. The geographic combatant commands will focus on MTW for at least one training event each year. The primary emphasis of USJFCOM's Category 3 JTF HQs training program is MTW and the advancement of joint operational art. See Enclosure F, subparagraph 5a and Appendix B to Enclosure G for additional information on USJFCOM's Category 3 Training Program.

b. JTF HQs Training. Worldwide tasking has resulted in the formation of numerous JTF HQs. These JTFs have been designed to complete a wide range of missions from disaster relief to full-scale combat operations. In all cases, the level of HQs and staff training has directly influenced the success of the joint operation. USJFCOM is tasked to develop a standardized JTF HQs training program responsive to combatant commanders' requirements. This program is to be based on the training of individuals and will make use of available USJFCOM HQs and assigned forces. Combatant commanders began to focus organic resources to implement and participate in a standardized JTF HQs and staff training program in FY 99. JTF HQs training programs will be coordinated with combatant commands, and where possible, USJFCOM JTF HQs training events will be linked with those of supported combatant commanders and Service components. (UJTL tasks: ST 7.1.3 -- Tailor Joint Forces for Deployment; OP 5.5 -- Establish, Organize, and Operate a Joint Force Headquarters; JP 5-00.2, "Joint Task Force (JTF) Planning Guidance and Procedures.")

c. Separation of Joint Transportation Funding. Each combatant commander is designated JTP funds based on exercises listed in the Joint Training Master Schedule (JTMS). The combatant commanders will provide quarterly updates to the Joint Staff J-7 with exercise air and sealift requirements. This money is separate from the general fund and includes Commercial Ticket Program (CTP) dollars, which come into play for small numbers of personnel or when military airlift is not available. Exercises that are not in the JTMS do not receive any Joint Staff transportation funds. If USJFCOM is supporting another combatant commander's exercise, the supported combatant commander provides the joint transportation funding. USCINCFCOM will develop, in coordination with CINCs, Services, and Joint Staff, a proposal to separate funding provided for joint training from that provided in support of nontraining events.

d. Force Protection. Worldwide threats to US Armed Forces and multinational forces require commanders to increase their involvement and awareness in force protection training. Services and combatant commanders are directed to emphasize force protection training -- including operations security, physical security, security, and combating terrorism. Combating terrorism training is to include defensive measures (antiterrorism) used to reduce vulnerability of individuals and property to

terrorists and offensive measures (counterterrorism) taken to prevent, deter, and respond to terrorism. Counterterrorism is a principal special operations mission. (UJTL tasks: ST 6.2.6 -- Establish Security Procedures for Theater Forces and Means; ST 8.4.2 -- Assist in Combating Terrorism; OP 2.4.2.1 -- Provide Indications and Warning for Joint Operations Area (JOA); OP 6.5 -- Provide Security for Operational Forces and Means; UJTL Condition C 2.9 -- Threat-Related Conditions; TA 6.3 -- Conduct Joint Rear Area Security Operations; TA 6.1 -- Conduct Antiterrorism Operations; TA 6.6 -- Coordinate Chemical and Biological Defense; JP 2-01, "Joint Intelligence Support to Military Operations"; JP 2-02, "National Intelligence Support to Joint Operations"; JP 3-0, "Doctrine for Joint Operations"; JP 3-01.4, "Joint Tactics, Techniques, and Procedures for Joint Suppression of Enemy Air Defenses (J-SEAD)"; JP 3-05, "Doctrine for Joint Special Operations"; JP 3-07, "Joint Doctrine for Military Operations Other Than War"; JP 3-07.2, "Joint Tactics, Techniques, and Procedure for Antiterrorism"; JP 3-10, "Doctrine for Joint Rear Area Operations"; JP 3-10.1, "Joint Tactics, Techniques, and Procedures for Base Defense"; JP 3-11, "Joint Doctrine for Nuclear, Biological, and Chemical (NBC) Defense.")

e. Computer-Assisted Exercises (CAXs) Vs Field Training Exercises (FTXs). In pursuing long-term interests and efficiencies in the joint training arena, the concept of training joint staff via computer-assisted exercises and academics has great appeal. While field training exercises are more realistic, the prospect of training a joint staff can be accomplished more efficiently and more effectively through CAXs. CAXs for a joint staff directly affect PERSTEMPO through the more efficient use of staff resources. Commanders will make full use of CAXs vice FTXs for staff training wherever possible.

f. Technology. Adapt technology to meet future training requirements. The current paradigm -- that exercises are the only training method -- must be replaced with the perspective of the new paradigm -- **that exercises are only one training method**. The training environment should mirror the way we operate. Plan training as meticulously as we plan an operation considering procedures and participants as well as the different training methods and technology.

5. CCTIs

a. Methodology. CCTIs are special-interest items developed from all-source lessons learned, readiness reports, and operational assessments. These issues are incorporated into the JTMP to ensure appropriate visibility by the combatant commands and combat support agencies in developing their JTPs. Commanders and joint training and exercise planners should consider CCTIs for special emphasis in the upcoming training cycle.

Moreover, each command should assess the prescribed CCTIs in relation to its theater conditions as a key joint training readiness indicator.

b. Cycle. CCTIs are developed from CINC, CSA, Service, and Joint Staff inputs. The JS/J-7, Joint Exercise and Training Division, will publish a message calling for CCTI inputs for the next cycle. The publication of the post-Operation ALLIED FORCE study determined the end of this cycle and will guide content development for the next iteration of CCTIs. The CCTI inputs will then be staffed and published as a change to this JTMP. CCTIs from the previous JTMP are listed on the following page for reference purposes only.

Immediate Action

WMD/NBC Defense
Force Protection
JTF HQs Training

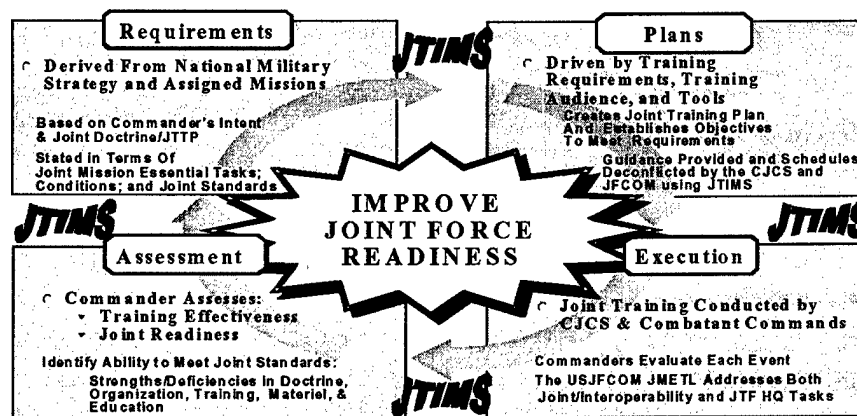
Ongoing Action

Theater Missile Defense
Information Superiority
Multinational Operations
JV2010/2020
Interagency Operations
Strategic Mobility
Interface Between Commands

ENCLOSURE C

JOINT TRAINING SYSTEM

This system (Figure C-1) defines a multiphase approach to identify requirements, develop plans, execute and evaluate training events, and then assess joint training activities. In the first phase, the commander translates strategy to missions, missions into specific tasks, and then identifies the joint force capabilities required to accomplish the assigned missions. The next phase is to develop the combatant command's JTPs. These plans are then executed in the third phase, and the results documented and evaluated by the respective commands. Finally, in the fourth phase, joint training accomplished is assessed and recommendations are advanced to enhance the subsequent year's training programs.



Note: Joint Training Information Management System (JTIMS); see Enclosure H for greater detail.

Figure C-1. Joint Training System

1. Requirements (Phase I)

a. Phase I of the JTS initiates the interface between the NMS and the combatant commander's strategy, missions, operations, tasks, and joint training responsibilities. The strategy and missions are derived from external guidance to include the JSCP, UCP, treaty obligations, and NCA directives. Operational plans developed during deliberate planning provide a focus for mission analysis. These plans include the operation plans (OPLANs), functional plans (FUNPLANs), concept plans (CONPLANs), TEP,

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and may include guidance on how to operate with combat support agencies and outside organizations such as nongovernmental organizations (NGOs) and private voluntary organizations. Commander's guidance and joint doctrine provide the basis for determining how these missions will be executed. The result is a list of specified and implied tasks that are translated into a mission task list using the common language in the UJTL. Applying the commander's essentiality criteria, the mission task list is further reduced to essential tasks, defined as tasks that are indispensable to mission success. These tasks are identified as joint mission-essential tasks (JMETs). Once conditions, standards, and responsible subordinate organizations are identified and assigned to each task, this list becomes the command's JMETL. Additionally, tasks that must be performed by another command/agency (command-linked tasks) or joint staff or subordinate element (supporting tasks), are identified and may be associated with the command's JMETL. The command's JMETL identifies the command's mission capability requirements and forms the basis for determining joint training requirements in the next phase. The UJTL is designed as an interoperability tool that contains a hierarchical listing of tasks that can be performed by a joint military force. From this list, JMETLs and agency mission essential task lists (AMETLs) are developed. The UJTL is used by the Armed Forces, as well as CSAs and joint organizations, in defining mission-to-task joint training requirements. The most current UJTL with associated doctrinal references is maintained on the Joint Electronic Library (JEL) at http://nmcc20a.nmcc.smil.mil/users/dj9j7ead/doctrine/jel/cjcsd/cjcsd/m3500_4b.pdf.

b. To ensure a clear linkage between operational plans and joint training, commands should imbed UJTL tasks in all operational plans during the development process to provide an unequivocal linkage between the planner's concept and planned joint training. Such linkage is critical to the formulation of good JMETLs based on existing combatant commanders' requirements.

2. Plans (Phase II). Phase II is based on the requirements identified in Phase I and provides a cohesive plan of action to link NMS to training. The commander's guidance provides the emphasis for the current cycle, and may include a training history and current status from the last cycle. Based on this guidance, joint training requirements for the current cycle are identified; i.e., which audiences need training to which JMETs. The training requirements are then translated into training objectives, derived from joint doctrine/http, required to bring the identified training audiences to prescribed levels of performance. The appropriate training methods (academics, exercise, etc.) are selected based on training required. Required events are then designated and resources identified based on the training methods selected. The end result is the command and agency joint training

plan (JTP/Agency Training Plan (ATP)) that identifies training events needed by the command to sustain proficiency in its JMETL and AMETL. All combatant command JTPs are then deconflicted by unit identification code (UIC)/time/training objectives, resourced, consolidated, and documented in the CJCS JTMS. The JTMS is produced and generated by the JTMS. The sponsoring combatant command is responsible for the primary coordination and scheduling of events on the JTMS event schedule. Supporting commands and force providers are responsible for coordinating the event participation with service components and supporting organizations prior to submitting an event on the JTMS event schedule. The Worldwide Scheduling Conference (WWSC) serves as the final coordination for event participation in the execution and scheduling years. As such, the agreements reached between the event sponsor and the force/support provider constitutes the unit's parent service and combatant commanders' approval for deployment and employment. Changes to events or force participation during either the execution or scheduling year must be fully coordinated and approved by the combatant command and supporting commands/force providers prior to changes being accepted to JTMS. Concurrently, the Joint Staff is working separately the issue of command authority and command relationships (combatant command, operational control, and tactical control) for forces deployed between theaters. At the time of this printing, this issue had not been firmly resolved. The Joint Staff will continue to coordinate and staff an approved final decision and articulate that to the CINCs, Services, and CSAs in message form, as well as incorporating the appropriate language into JTMP 2003 (publication date on or about June 2001).

NOTE: Execution year is defined as the FY following the WWSC. Thus, WWSC01 held in February 2001 formalizes agreements to force participation in FY 02. The scheduling year is defined as the second fiscal year after the WWSC is held (e.g., FY 03). For graphic depictions of these timelines see the chart in Enclosure I.

3. Execution (Phase III). The focus of the execution phase is preparing, executing, and evaluating the combatant command's joint training events. Joint training events, either academic or exercise, are designed using the joint exercise life cycle (JELC) methodology. The JELC, a cycle within the JTS Phase III, consists of five stages: 1) design; 2) planning; 3) preparation; 4) execution; and 5) evaluation and reporting. (USJFCOM will examine changing the evaluation and reporting stage into a more detailed analysis stage and evaluation stage.) The JELC provides an orderly sequence of processes, products, activities, and decision points that, if followed, will assist the command in achieving training goals and objectives in the training event. Evaluation of each training event is particularly important because the aggregated results are used in the next phase, assessment, to guide development of the next training cycle and assist in determining readiness.

Issues, key observations, and potential lessons learned are also identified during this phase. Commands are obligated to forward a joint after-action-report (JAAR) IAW CJCSI 3150.25 for selected exercises identified by Joint Staff message training. It should also be noted that when preparing for a training event, listing a unit on an approved exercise schedule (EXSCHED) or in JTIMS (in accordance with paragraph 2 above) constitutes the approval of that unit's parent Service and combatant commanders to deploy for training.

4. Assessment (Phase IV). During this phase, the commander assesses the outputs from all the training events, real-world operations, plus any other sources that have application, and makes an assessment of the command's training proficiency and ability to perform its missions. The assessment completes the joint training cycle and forms the basis for the next cycle. Assessment is performed IAW the commander's guidance and assessment plan using the aggregate results gathered during all events in the execution phase. The assessment serves many purposes, both internally and externally. First and foremost, it provides a measurement of the command's ability to perform assigned missions, which translates into readiness. Second, it identifies deficiencies that are used to adjust training requirements. Third, it further documents lessons learned (techniques, procedures, or practical solutions) that may assist other commands in accomplishing their missions. Finally, issues are identified that preclude training to standard.

5. Tools/Products/Services. Several tools, in a variety of forms, exist to assist in implementing the JTS. Their descriptions and methods of operation are listed below.

a. Tools

(1) Joint Training Information Management System (Formerly Joint Exercise Management Package (JEMP)). The JTIMS is the Chairman's sanctioned JTS automation tool. The concept is to make the commander's job easier, through automation, in selecting JMETs, determining joint training requirements, building joint training plans and schedules, executing and evaluating planned events, and then assessing the training performance to assist determining mission readiness. JTIMS is designed in four phases that mirror each phase of the JTS. It is a web-based application and when complete will be integrated into one software package. JTIMS is the tool used by USJFCOM in the scheduling, deconfliction, and rationalization of the JTMS. For greater discussion of JTIMS, refer to Appendix H of this instruction.

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(2) Joint Simulation System (JSIMS). JSIMS is being developed to support training and education of ready forces by providing realistic joint training across all phases of military operations for all types of missions. It will interface with C4I functions and equipment in the field. It will also be high-level architecture (HLA) compliant in common with other training simulations. JSIMS will provide flexible support for joint training across the force by using efficient, composable simulations tailored to the users' needs. JSIMS will consist of core objects and run-time infrastructure developed and constructed to comply with HLA requirements. These composable objects, resident in specific land, maritime, air/space, and other function's domains, will interoperate in a joint synthetic battlespace to create an operational environment that is coherent between the levels of war, synchronized between types of events, and realistic in the context of the specific joint training scenario. JSIMS is a critical element in the reduction of PERSTEMPO associated with joint training.

(3) JTSST

(a) A profile of USJFCOM's optimal role in support of combatant commanders operational-level training and exercises begins with support from USJFCOM JTSSTs, which facilitates annual mission analyses and the refinement of JMETLs in the interest, ultimately, of working as a team with the combatant commanders to produce quality JTPs. JTSSTs provide assistance and support all phases of the JTS. JTSSTs provide training objective workshops and Concept Development Conferences. JTSSTs can assist the host combatant command in installing the methodology and providing the tools found in the Joint Training Manual to translate the combatant commander's strategy to missions and then to tasks. JTSSTs will use JTIMS as the primary tool in JTS training. Deployable or at USJFCOM, these are available to combatant commanders, subunified commands, Service components, and CSAs. Customers are encouraged to support JTSST visits at their expense until such time as adequate resources are provided for the full range of visits desired by all. JTSSTs can also assist the JTS specialists within the combatant commands and CSA as these assets are fielded in FY 00 through FY 02. JTSSTs are a valuable asset to assist organizations with the continued implementation of the JTS.

(b) The JTSST role in JTS is spread across all DOD organizations. The JTSST is currently focusing on JMETL development (Phase I) and training plan development (Phase II) for the combatant commands. In addition to the JTS phases, the JTSST is capable of training personnel in the use of the JTIMS as the primary tool to manage the JTS. Current training emphasis is at the combatant command level and will progress to subordinate commands as the JTS is embedded in the combatant command training plans and becomes routine. When the Joint Training System Specialists (JTSS) are assigned, the JTSST will provide direct

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support to them to enhance their command's training program. JTSST visit frequency should decline as JTSS gain experience and stature in their commands, advances occur in distance and distributed learning, and joint training plans continue to mature.

(c) JTS integration at the combatant command level will reorient JTSST training efforts to the Service components. This change, in emphasis to subordinate commands, is just starting to gather support and should be the major effort through the 2003 timeframe. JTMS will be an integral part of this training effort. Once the Service components are completely integrated in the JTS, the emphasis will shift to USJFCOM's Training Readiness Oversight responsibilities for Reserve Components. The next JTMP (2003) will address the aspects of this joint training effort in more detail and provide guidance on the application of the JTS to interagency and multinational areas.

(4) DTI. This team is capable of conducting academic or seminar training, either exercise or nonexercise related. USJFCOM support for joint training events worldwide is part of its role as the CJCS lead agent for joint training. USJFCOM is the Chairman of the Joint Chiefs of Staff's delegated authority for exercise design standards and similar matters critical to the quality of joint training.

(5) CJCS Exercise Synchronization Initiative (CESI). OPTEMPO, PERSTEMPO, and DEPTempo commitments, budgetary constraints, and manpower reductions require a new and innovative approach to exercise design and execution. Linking exercises through synchronized scheduling, common or compatible training objectives, and scenario development will leverage planning staffs' efforts from supported and supporting CINCs through reapplication of scenario, road-to-war, force allocation, and C4I infrastructure. Linking multiple CINC-sponsored exercises together and coupling them to a CJCS-sponsored exercise will also expose a larger training audience to the participation of our national leadership. Beginning in 2002, regional CINCs will nominate one major exercise for the purpose of synchronizing with a CJCS-sponsored exercise and one or more regional and functional CINCs, using a common mission scenario and compatible training objectives in support of command-linked tasks. Coordinate with the Joint Staff, J-7, to integrate national level participation. A well-developed CESI training plan will enable CINCs and Service components to construct supporting plans for train-up events.

(6) Advanced Distributed Learning Network (ADLN). The joint training community and the individual Services are both pursuing education and training distributed learning initiatives. One strategy to bring synergy and economy to these diverse initiatives is the Office of the

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Secretary of Defense's Advanced Distributed Learning (ADL) initiative. The DOD ADL program seeks to provide networked joint training and education to forces worldwide: The Under Secretary of Defense (Personnel and Readiness) assigned USJFCOM as lead agent in the development of ADLN a distributed joint training capability that will enhance the training of all US forces. This initiative is intended to provide an easily understandable approach and result in a program to enable distributed joint training by using an existing DOD command, control, communications, computers, intelligence, surveillance, and reconnaissance (C4ISR) architecture and development model as well as a foundation for common solutions. Additional key elements are the development of collaborative planning tools and processes and the ability to establish interoperable connectivity with test and training ranges. USJFCOM will also support the Joint Professional Military Education (JPME) requirements of the National Defense University. The ADLN is the combination of these two networks -- globally distributed training and global education. The ADLN program will combine the work being done in both joint training and JPME to meet requirements of globally distributed learning for the worldwide total force. USJFCOM will also initiate a shift in basic Joint Warfighting Center support from JTSST visits to distributed technologies.

(7) Joint Digital Library System (JDLS). The JDLS is an electronic library accessible through the Internet, SIPRNET, and in the future, through the ADLN. The system contains data and information regarding joint training. Scheduling and other JTS information will be shared over the JDLS.

(8) Joint Distributed Learning Center (JDLC). The JDLC is to be a single comprehensive source of web-based joint training and review opportunities for members of a JTF and combatant commanders' battle staffs preparing to participate in joint training exercises and real-world operations, IAW supported combatant commanders' JMETL. USJFCOM will initiate a shift in basic JTS training from JTSST visits to distributed technologies.

(9) The Joint Lessons Learned Program (JLLP). The JLLP is comprised of a set of interrelated systems, formal and informal, designed to collect, analyze, and share information. The JLLP capitalizes on the lessons learned process at work in these interrelated systems to improve warfighting capabilities. Similar processes occur at all levels within the program. The JLLP consists of four principal components: user, input, process, and output. The process stage is comprised of four primary procedures: collection, analysis, maintaining, and the dissemination of information. Refer to CJCSI 3150.25A, "Joint Lessons Learned Program," for more information.

(10) Joint Monthly Readiness Review (JMRR). The ultimate purpose of joint training is to improve joint readiness. The goal of linking joint training standards to readiness reporting was first established for the JTS in the JTMP that took effect in 1998. JTMS will link to the automated JMRR to facilitate the linkage of readiness reporting to joint training.

b. Products

(1) JTP. This instruction provides CJCS policy for joint training as a means to enhance joint readiness. It institutionalizes a requirements-based JTS and directs commanders to examine their missions and document their command's warfighting requirements based on tasks in the UJTL. This policy builds on the principles in the National Security Strategy of the United States, entitled "A National Security Strategy for a New Century, December 1999," as well as the NMS, entitled "Shape, Respond, Prepare Now: A Military Strategy for a New Era, 1997." It includes preparing US forces for joint, multinational, and interagency operations across the full spectrum of military operations. (CJCSI 3500.01 Series)

(2) Joint Training Manual (JTM). This manual is a "how to" guide for JTS users. Primarily, this manual describes the overall architecture of the JTS and the processes for developing each of the four JTS phases. USJFCOM is assigned the responsibility for the preparation of revisions to the JTM. (CJCSM 3500.03 Series)

(3) Universal Joint Task List. The UJTL is designed as an interoperability tool that contains a hierarchical listing of tasks that can be performed by a joint military force. From this list, JMETLs and AMETLs are developed. The UJTL will be used by the Armed Forces, as well as combat service agencies and joint organizations, as a common language and reference system in defining mission-to-task joint training requirements, associated readiness reporting, and it can also be used for the setting of requirements for procurement. The most current UJTL with associated doctrinal references is maintained on the JEL CD-ROM and Joint Doctrine WWW Home Page at <http://www.dtic.mil/doctrine/jel/index.html>. USJFCOM, in coordination with the Joint Staff, J-7, is assigned the responsibility for the preparation and revision of the existing and future UJTLs. The next version of the UJTL will include initiatives to reduce complexity when viewed in electronic form, and incorporate those interagency tasks that are both supportive of and/or require DOD support and assistance to achieve success. (CJCSM 3500.04 Series.)

(4) JTMS. A schedule developed and updated annually by the Chairman of the Joint Chiefs of Staff that integrates the combatant

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commanders' JTP and schedules, and the schedule of the CJCS-sponsored exercises. The JTMS contains the exercise summaries for about 250 exercises or training events per year. The WWSC is held annually in February to develop the CJCS JTMS for the next 5 years and update the current schedule. USJFCOM will use the web-based JTMS in the future to manage the scheduling/deconfliction process. It is envisaged that the JTS will shift to web-based scheduling within the upcoming fiscal year resulting in elimination of a paper-based scheduling product.

(5) Master Training Guides (MTGs). Documents assembled in a single volume that are derived from approved joint doctrine and usually focus on specific joint organizations requiring tailored training. MTGs include tasks organized on a mission and/or functional basis grouped with supporting tasks and associated conditions and standards. Similar tasks that are performed by more than one level of command and therefore covered by hierarchical MTGs will use the same conditions and standards. USJFCOM is assigned the responsibility for the preparation of revisions to MTGs associated with combatant commander and joint task force commander training.

(6) Joint Training Primer. A pamphlet directed toward informing senior leaders about the JTS. It covers all facets of the JTS, emphasizes the role of the commander in the system and outlines the benefits to the commander of using the system. USJFCOM is assigned the responsibility for the preparation of revisions to the Joint Training Primer. The JTS Primer can be accessed at http://nmcc20a.nmcc.smil.mil/users/dj9j7ead/doctrine/jel/other_pubs/jtsprim.pdf.

(7) Joint Course and Courseware Catalog. A catalog listing joint courses and courseware including Master Training Guides. Approximately 130 courses are described. The primary purpose is to provide access to joint course information from a single, comprehensive source. The Services and their components, formal schools, individual combatant commanders' staffs, other training sponsors, and activities provided inputs. All courses submitted are included and the information listed for each course is provided by the sponsoring activity. The catalog is also available on the JEL and the JWFC WWW site.

c. Services

(1) The Joint Center for Lessons Learned (JCLL). The JCLL collects, processed, analyzes, maintains, and distributes lessons learned, issues, and observations from operations, training events and other sources to enhance the combat effectiveness of joint forces. The JCLL is assigned to the Joint Warfighting Center, JFCOM. The JCLL is lead by a government service civilian Director. The JCLL Director is supported by 10 contract employees

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who provide analysis and technical support. The JCLL has the following support capabilities:

(a) **Exercise Support.** The JCLL, in coordination with the Joint Staff, J7, Directorate Joint Exercise and Assessment Division (JEAD), provides support to the JWFC and the JS for a limited number of exercises annually. This support may include deploying JCLL personnel with the JWFC or with Joint Staff and the Joint Staff with lessons learned research, and assisting Supported Commands with JAAR preparation during JWFC-supported exercises.

(b) **JAAR Database.** The JCLL maintains the JAAR database. The JAAR database contains lessons learned of interest to the joint community. Customers in the joint community may access and actively search this via SIPRNET at <http://jcll/jwfc/jfcom.smil.mil/>. The JCLL also maintains an archived database that maintains records for historical purposes.

(c) **Publications.** The JCLL publishes a quarterly bulletin in collaboration with the Joint Staff, J7, Directorate JEAD. This bulletin provides the primary medium for the publication and dissemination of (unclassified) lessons learned and information of interest to the joint community. The joint community and Services may also submit articles of joint interest for publication to the JCLL. The JCLL may also occasionally publish articles of interest to the Armed Forces in various joint and services periodicals.

(2) **WWSC.** An annual event held in February of each year is sponsored by the Joint Staff, J-7, and hosted by USJFCOM. The principal focus of the conference is to refine and update the CJCS JTMS. Conference objectives include resolving scheduling conflicts, identifying opportunities for greater exercise efficiency and effectiveness, rationalizing the schedule, and ensuring adequate resources.

(3) **Worldwide Joint Training Conference (WJTC).** An annual conference usually held during September is also sponsored by the Joint Staff, J-7, and hosted by USJFCOM for the Joint Staff, J-7. Attendees include Joint Staff, combatant commanders, combat support agencies, and Services. It serves to update joint training issues and events. Conference objectives include identifying combatant commanders and Service training issues, and supporting the conference theme.

(4) **Joint Training Curriculum Working Group (JTCWG).** A working group hosted by USJFCOM and chaired by Joint Staff, J-7, Doctrine, Education, and Training Division. Members represent combatant commands, Services, Joint Staff, J-7, and National Defense University as

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well as other nonvoting members. The JTCWG meets periodically, typically twice a year, in conjunction with the WJTC and the WWSC. Its purpose is to coordinate and prioritize joint course development requirements and joint training curriculum issues.

(5) Joint Doctrine Working Party. A forum to include representatives of the Services and combatant commands with the purpose of addressing joint doctrine and JTTP issues such as project proposal examination, project scope development, project validation, and lead agent recommendation. The Joint Doctrine Working Party meets under the sponsorship of the Director, Operational Plans and Interoperability, J-7.

(6) JTS CTP. This program is intended to provide a mechanism for individual commercial air travel during exercise execution under circumstances where military airlift or commercial air charter are not efficient or economical. Once a combatant commander validates a time-phased force and deployment data (TPFDD) to United States Transportation Command (USTRANSCOM) and Air Mobility Command (AMC) recommends exercise participants travel via commercial ticketing, USTRANSCOM will coordinate the commercial ticket decision with the combatant commander.

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ENCLOSURE D

CHAIRMAN OF THE JOINT CHIEFS OF STAFF JOINT TRAINING PROGRAM

1. CJCS Guidance. The CJCS joint training program was developed for training audiences at the Joint Staff and NCA level. The program is made up of both CJCS-sponsored exercises and combatant commanders-sponsored exercises. The CJCS-sponsored joint exercises focus on SN and ST level joint tasks. They provide training for national level decision makers and their staffs, combat support agencies, and aid in determining the readiness and effectiveness of worldwide C4I while exercising appropriate plans and procedures in crisis response (CR) situations. The Joint Staff, J-7 JETD, is the Joint Staff OPR for this program. CJCSM 3500.03, Joint Training Manual for the Armed Forces of the United States, further defines the CJCS-sponsored programs.

2. Mission Capability Matrix. The mission capability matrix provides a quick reference that shows the linkage between a command's JMETL and the missions that each JMET supports. It can be used to identify the joint tasks at the combatant command level across the range of missions and provide a means to focus training on tasks for priority missions. Also, it may identify the need for a special relationship between the command and a functional command or agency because of the dependency on them for success across multiple missions. This matrix provides a correlation between each mission and the tasks (capability requirements) that will lead to mission success. This correlation provides a direct relationship upon which to assess training.

(EXAMPLE)

MISSION CAPABILITY MATRIX	MTW #1	MTW #2	SSCO #1	SSCO #2
SN 1 Conduct Strategic Deployment and Redeployment	X	X	X	X
SN 1.1 Determine Transportation Infrastructure and Resources	X	X	X	X
SN 1.1.4 Provide for En Route Support and Clearances				
SN 1.2 Conduct Deployment and Redeployment	X	X	X	X

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MISSION CAPABILITY MATRIX (Cont.)	MTW #1	MTW #2	SSCO #1	SSCO #2
SN 2 Develop National Strategic Intelligence, Surveillance, and Reconnaissance	X	X	X	X
SN 2.1 Plan and Direct Strategic Intelligence Activities	X	X	X	
SN 2.1.1 Develop National Strategic Intelligence Policy	X	X		
SN 2.1.2 Determine and Prioritize National Strategic Intelligence Requirements	X	X	X	
SN 2.1.3 Prepare National Strategic Collection Plan	X	X	X	
SN 2.1.4 Allocate National Intelligence Resources Worldwide				
SN 2.2 Collect Strategic Information	X	X	X	
SN 2.3 Process and Exploit Collected Strategic Info				
SN 2.4 Produce Strategic Intelligence	X	X	X	
SN 3 Employ Forces	X	X	X	X
SN 3.1 Coordinate Forward Presence of Forces in Theaters	X	X	X	
SN 3.1.4 Coordinate Joint Multinational Training Events				
SN 3.1.5 Acquire Host-Nation Support (HNS)				
SN 3.2 Manage National Strategic Firepower	X	X	X	
SN 3.2.2 Generate and Disperse Strategic Forces	X	X	X	
SN 3.2.3 Manage Strategic Force Readiness Levels				
SN 3.2.5 Determine National Strategic Targeting Policy	X	X	X	
SN 3.3 Employ National Strategic Firepower	X	X	X	
SN 3.3.3 Demonstrate National Military Capabilities	X	X	X	X
SN 3.4 Protect Strategic Forces and Means	X	X	X	X
SN 3.4.5 Coordinate and Conduct Strategic Operations Security	X	X	X	
SN 3.4.6 Coordinate Protection of National Strategic Information, Information-Based Processes, and Information Systems	X	X	X	X
SN 3.4.9 Support Personnel Recovery Worldwide	X	X	X	X
SN 3.5 Provide National Space Capabilities				
SN 3.5.2 Provide Space Control				

MISSION CAPABILITY MATRIX (Cont.)		MTW #1	MTW #2	SSCO #1	SSCO #2
SN 4 Provide Sustainment		X	X	X	X
SN 4.2	Provide for Base Support and Services	X	X	X	X
SN 4.2.1	Determine National Military Support Infrastructure	X	X	X	X
SN 4.2.3	Control National Inventories and Movements	X	X		
SN 4.2.4	Develop Sustainment Base	X	X		
SN 4.2.8	Establish Prisoner Control Policy	X	X	X	X
SN 4.4	Reconstitute National Forces and Means	X	X	X	
SN 4.5	Set Sustainment Priorities	X	X	X	X
SN 5 Provide Strategic Direction and Integration		X	X	X	X
SN 5.1	Operate and Manage Global Strategic Communications and Information Systems	X	X	X	X
SN 5.1.1	Communicate Strategic Decisions/Information	X	X	X	X
SN 5.1.2	Establish and Direct National Military C4 Systems Worldwide for Communicating Strategic Information	X	X	X	X
SN 5.1.3	Maintain Global Strategic Military Information and Force Status	X	X	X	
SN 5.1.4	Monitor Worldwide Strategic Situation	X	X	X	X
SN 5.2	Assess Worldwide and Regional Strategic Environment	X	X	X	X
SN 5.2.4	Decide on Need for Military Action or Change	X	X	X	X
SN 5.3	Determine National Military Strategic Direction	X	X	X	X
SN 5.3.1	Issue Strategic Planning Guidance	X	X	X	
SN 5.3.2	Develop and Analyze Multinational and National Military Strategy Options	X	X	X	X
SN 5.3.3	Select or Modify Multinational and National Military Strategy, Plans, and Other Strategic Options	X	X	X	X
SN 5.3.4	Review Strategic Options and Recommendations With NCA and Other Officials and Adjust	X	X	X	X
SN 5.3.5	Set Worldwide Priorities and Allocate Resources	X	X	X	X
SN 5.4	Provide Strategic Direction to Forces Worldwide	X	X	X	X

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MISSION CAPABILITY MATRIX (Cont.)	MTW #1	MTW #2	SSCO #1	SSCO #2
SN 5 Provide Strategic Direction and Integration	X	X	X	X
SN 5.4.1 Prepare and Issue Strategic Estimates, Priorities, and Joint Operations Plans	X	X	X	X
SN 5.4.2 Coordinate Support for United, Joint, and Multinational Operations	X	X	X	X
SN 5.4.3 Synchronize and Manage Global Operations and Resources	X	X	X	X
SN 5.4.4 Prepare and Issue NCA Directives/CJCS Orders	X	X	X	X
SN 5.5 Coordinate Worldwide Information Operations (IO)	X	X	X	X
SN 5.6 Provide Public Affairs (PA) Worldwide	X	X	X	
SN 6 Conduct Mobilization	X	X	X	X
SN 6.1 Prepare for Mobilization	X	X	X	X
SN 6.6 Mobilize CONUS Sustaining Base	X	X	X	
SN 6.6.7 Plan and Maintain Industrial Base Capabilities	X	X		
SN 7 Conduct Force Development	X	X	X	
SN 7.1 Formulate Joint and Service Concepts, Doctrine, and Requirements	X	X	X	
SN 7.1.1 Develop Top-Down Strategic Planning Guidance	X	X	X	X
SN 7.2 Conduct Research and Development	X	X		
SN 7.2.2 Integrate Capabilities and Prioritize R&D and Acquisition Programs	X	X		
SN 7.3 Structure the Force	X	X	X	X
SN 7.3.1 Develop Combat Force Structure	X	X		
SN 7.3.2 Develop Support Force Structure	X	X		
SN 7.4 Educate and Train the Force	X	X	X	X
SN 7.4.1 Coordinate JMETL or AMETL Development	X	X	X	X
SN 7.4.2 Establish Education and Training Programs and Allocate Resources	X	X	X	X
SN 7.5 Ensure Interoperability	X	X	X	X

MISSION CAPABILITY MATRIX (Concl.)	MTW #1	MTW #2	SSCO #1	SSCO #2
SN 8 Foster Multinational and Interagency Relations	X	X	X	X
SN 8.1 Support Other Nations or Groups	X	X	X	X
SN 8.1.1 Provide Security Assistance			X	X
SN 8.1.3 Support Peace Operations			X	X
SN 8.1.4 Support Military Civic Action	X	X	X	X
SN 8.1.5 Conduct Foreign Humanitarian Assistance and Humanitarian and Civil Assistance	X	X	X	X
SN 8.1.6 Provide Civil Affairs Support Policy	X	X	X	X
SN 8.1.7 Coordinate Information Sharing Arrangements	X	X	X	X
SN 8.2 Provide DOD/Government-Wide Support	X	X	X	X
SN 8.2.1 Support DOD and Joint Agencies	X	X	X	X
SN 8.2.3 Support Evacuation of Noncombatants From Theaters	X	X	X	X
SN 8.3 Coordinate Military Activities Within the Interagency Process	X	X	X	X
SN 8.3.1 Coordinate and Control Policy for the Conduct of Operations	X	X	X	X
SN 8.3.4 Perform Consequence Management (CM) in the Interagency Arena	X	X	X	X

3. CJCS JMETL. The CJCS JMETL provides users an immediate source for data required to understand the joint training plan. It also reinforces the philosophy that training is requirements based. The JMETL is the foundation upon which the JTP is built. The CJCS JMETL is a list of joint tasks the Chairman of the Joint Chiefs of Staff considers essential in accomplishing NCA-assigned missions using the Armed Forces of the United States. This list describes the mission capability requirements and forms the basis for the CJCS joint training program (requirements-based training). The JMETL includes the JMETs, responsible organization, conditions, and standards. All supporting and command-linked tasks are listed under the appropriate JMET.

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CHAIRMAN'S JMETL	
SN 1	Conduct Strategic Deployment and Redeployment
SN 1.1	Determine Transportation Infrastructure and Resources
SN 1.1.4	Provide for En Route Support and Clearances
SN 1.2	Conduct Deployment and Redeployment
SN 2	Develop National Strategic Intelligence, Surveillance, and Reconnaissance
SN 2.1	Plan and Direct Strategic Intelligence Activities
SN 2.1.1	Develop National Strategic Intelligence Policy
SN 2.1.2	Determine and Prioritize National Strategic Intelligence Requirements
SN 2.1.3	Prepare National Strategic Collection Plan
SN 2.1.4	Allocate National Intelligence Resources Worldwide
SN 2.2	Collect Strategic Information
SN 2.3	Process and Exploit Collected Strategic Information
SN 2.4	Produce Strategic Intelligence
SN 3	Employ Forces
SN 3.1	Coordinate Forward Presence of Forces in Theaters
SN 3.1.4	Coordinate Joint Multinational Exercises
SN 3.1.5	Acquire HNS
SN 3.2	Manage National Strategic Firepower
SN 3.2.2	Generate and Disperse Strategic Forces
SN 3.2.3	Manage Strategic Force Readiness Levels
SN 3.2.5	Determine National Strategic Targeting Policy
SN 3.3	Employ National Strategic Firepower
SN 3.3.3	Demonstrate National Military Capabilities
SN 3.4	Protect Strategic Forces and Means
SN 3.4.5	Coordinate and Conduct Strategic Operations Security
SN 3.4.6	Coordinate Protections of National Strategic Information, Information-Based Processes, and Information Systems
SN 3.4.9	Support Personnel Recovery Worldwide
SN 3.5	Provide National Space Capabilities
SN 3.5.2	Provide Space Control
SN 4	Provide Sustainment
SN 4.2	Provide for Base Support and Services
SN 4.2.1	Determine National Military Support Infrastructure
SN 4.2.3	Control National Inventories and Movements
SN 4.2.4	Develop Sustainment Base
SN 4.2.8	Establish Prisoner Control Policy
SN 4.4	Reconstitute National Forces and Means
SN 4.5	Set Sustainment Priorities
SN 5	Provide Strategic Direction and Integration
SN 5.1	Operate and Manage Global Strategic Communications and Information and Systems
SN 5.1.1	Communicate Strategic Decisions/Information
SN 5.1.2	Establish and Direct National Military C4 Systems Worldwide for Communicating Strategic Information
SN 5.1.3	Maintain Global Strategic Military Information and Force Status
SN 5.1.4	Monitor Worldwide Strategic Situation

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SN 5 Provide Strategic Direction and Integration (Cont.)	
SN 5.3.2	Develop and Analyze Multinational and National Military Strategy Options
SN 5.3.3	Select or Modify Multinational and National Military Strategy, Plans, and Other Strategic Options
SN 5.3.4	Review Strategic Options and Recommendations With NCA and Other Officials and Adjust
SN 5.3.5	Set Worldwide Priorities and Allocate Resources
SN 5.4	Provide Strategic Direction to Forces Worldwide
SN 5.4.1	Prepare and Issue Strategic Estimates, Priorities, and Joint Operation Plans
SN 5.4.2	Coordinate Support for Unified, Joint, and Multinational Operations
SN 5.4.3	Synchronize and Manage Global Operations and Resources
SN 5.4.4	Prepare and Issue NCA Directives/CJCS Orders
SN 5.5	Coordinate Worldwide IO
SN 5.6	Provide PA Worldwide
SN 6 Conduct Mobilization	
SN 6.1	Prepare for Mobilization
SN 6.6	Mobilize CONUS Sustaining Base
SN 6.6.7	Plan and Maintain Industrial Base Capabilities
SN 7 Conduct Force Development	
SN 7.1	Formulate Joint and Service Concepts, Doctrine, and Requirements
SN 7.1.1	Develop Top-Down Strategic Planning Guidance
SN 7.2	Conduct Research and Development
SN 7.2.2	Integrate Capabilities and Prioritize R&D and Acquisition Programs
SN 7.3	Structure the Force
SN 7.3.1	Develop Combat Force Structure
SN 7.3.2	Develop Support Force Structure
SN 7.4	Educate and Train the Force
SN 7.4.1	Coordinate JMETL or AMETL Development
SN 7.4.2	Establish Education and Training Programs and Allocate Resources
SN 7.5	Ensure Interoperability
SN 8 Foster Multinational and Interagency Relations	
SN 8.1	Support Other Nations or Groups
SN 8.1.1	Provide Security Assistance
SN 8.1.3	Support Peace Operations
SN 8.1.4	Support Military Civic Action
SN 8.1.5	Conduct Foreign Humanitarian Assistance and Humanitarian and Civil Assistance
SN 8.1.6	Provide Civil Affairs Support Policy
SN 8.1.7	Coordinate Information Sharing Arrangements
SN 8.2	Provide DOD/Government-Wide Support
SN 8.2.1	Support DOD and Joint Agencies
SN 8.2.3	Support Evacuation of Noncombatants from Theaters

SN 8	<i>Foster Multinational and Interagency Relations (Cont.)</i>
SN 8.3	Coordinate Military Activities within the Interagency Process
SN 8.3.1	Coordinated and Control Policy for the Conduct of Operations
SN 8.3.4	Perform Consequence Management (CM) in the Interagency Arena

4. CJCS Audience Assessment Matrix. The assessment matrix records the Chairman's overall evaluation of CJCS JMETs. For each CJCS JMET performed, subordinate staff sections, supporting CSAs, and the combatant commands provide an assessment of their section/agency/command proficiency (T, P, and U). Based on this input, the Chairman makes an overall appraisal of Joint Staff proficiency in CJCS JMETs. The results of this review, in conjunction with the Chairman's training guidance, are used to determine training requirements for the upcoming training cycle that the JTMP and JTP/ATP support.

MTW #1

JMET	JIC	JOC	J4	CINC	FUNC	OVERALL
SN 1.2					T	T
SN 2.1.2	P	T		P		P
SN 2.1.3	P				U	U
SN 3.3		T			T	T
SN 3.4		T		P	T	T
SN 4.2.3					P	P
SN 5.1.2					T	T

LEGEND:

JMET Joint Mission Essential Task
JIC Joint Intelligence Center
JOC Joint Operations Center
CINC Commander in Chief
(Combatant Commander)
FUNC Functional Component
OVERALL Overall Rating
SN Strategic National JMET

RATINGS:

T Trained
P Needs Practice
U Untrained

5. CJCS Training Objectives and Training Audience Matrix. This matrix associates training objectives with JMETs and the training method. This is a tool for staff chiefs, functional chiefs, and center chiefs to organize their preparation and involvement in the CJCS training plan. Training requirements for the upcoming cycle are based on known deficiencies identified in the last training cycle (by JMET and training audience). Specific training objectives, derived from the JMET, are identified for each training audience within the command. A training objective is a statement that describes the desired output of a training activity. The training objective consists of a performance statement (tied to a specific JMET) that identifies the task, describes the condition, and establishes the standard.

TRAINING OBJECTIVES	J-1	JIC (J-2)	JOC (J-3)	J-4	J-5
Demonstrate Knowledge of Mobilizing the CONUS Sustaining Base (SN 6.6) In Classroom Environment Brief Back to Staff ¹	A	A	A	A	A
Demonstrate Production of Strategic Intelligence (SN 2.4) to Support CCIR for MTW 80% reported in 18 hours and 100% in 36 hours ²		E			
<p>¹ Sample training objective (performance, training situation, and level of performance) at SN level, requiring academic training across several staff elements (multiple audiences).</p> <p>² Sample training objective (performance, training situation, and level of performance) at SN level, requiring exercise training for a JIC staff element (single audience).</p> <p>A -- Academic Instruction E -- Exercise</p>					

6. Event Summaries. An event summary is a narrative that describes training events that are sponsored by the Chairman of the Joint Chiefs of Staff. The event summaries from the combatant commands and agencies are found at Tab F to their JTPs. They are submitted for inclusion in the CJCS JTMS. The CJCS sponsored events are as follows:

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a. POSITIVE FORCE (PF) Series. Conducted every 18 months, PF is a large, worldwide exercise that focuses on the Department of Defense's ability to conduct large-scale military operations and to coordinate the operations among NCA, combatant commanders, Services, and combat support agencies. Major themes cover the continuum of operations: mobilization, deployment, employment, sustainment, crisis termination, and redeployment.

b. POSITIVE RESPONSE (PR) Series. Conducted three times annually, PR has limited objective joint training with two main purposes:

(1) Preparation and support for a large-scale POSITIVE FORCE Exercise.

(2) Stand-alone event designed to focus on a specific issue or system. PR flexible format ranges from mini-CPX to seminar wargame and permits examination of a wide variety of issues.

c. NIEX. NIEX is unannounced but will fall within an 18-month timeframe. NIEXs support crisis planning procedures and focus on interoperability and C4I issues in a short-fused, crisis-response environment. Actual exercise dates and participants for NIEXs are restricted because of the no-notice nature of NIEX.

d. NATO CMX Series. CMX is conducted annually, usually in the 2d quarter. CMX exercises, as NATO's response to a crisis situation involving one or more member nations, facilitate practice of NATO crisis management procedures, measures, and arrangements.

e. Other Exercises. Outside the CJCS-Sponsored Exercise Program (CSEP), but coordinated and planned by the Joint Staff are the following exercises:

(1) CJCS Nuclear Exercise Program. Designed to focus on national-level nuclear force tactical/strategic training and response accidents/incidents involving nuclear weapons. The program includes tailored POSITIVE RESPONSE Exercises, in-house Joint Staff exercises, and DTRA exercises.

(2) US-Russian Federation (RF) Theater Missile Defense (TMD) Exercise (TMDEX) Program. TMDEX is a series of TMD exercises conducted in both the US and Russia, and designed to enhance military cooperation and understanding. The exercise program contributes to establishing a basis for combined US-Russian TMD operations, and strengthens our cooperative security relationship.

7. CJCS Exercise Schedule. This schedule depicts the major CJCS exercises through FY 04. A more detailed description of these exercises is in CJCS Notice 3501, "CJCS Joint Training Master Schedule (JTMS)." The dates for NIEXs are classified and are shown only as placeholders.

TRAINING AUDIENCE BY QUARTER	FY 02 / 1 / 2 / 3 / 4 /				FY 03 / 1 / 2 / 3 / 4 /				FY 04 / 1 / 2 / 3 / 4 /			
POSITIVE FORCE			X						X			
POSITIVE RESPONSE	X	X	X		X	X	X		X	X	X	
NIEX	Unannounced				Unannounced				Unannounced			
NATO CMX		X				X				X		

8. CJCS Mission Training Assessment (MTA). The MTA defines the cycle (frequency), what role real-world operations will play in determining proficiency levels, and how audiences will be grouped and rated before making overall training proficiency assessments (TPAs) for each JMET. The assessment will also identify the criteria to be used in supporting subjective judgments, thresholds for identifying critical deficiencies, and what organizations should receive the products of this phase (MTAs, TPAs, refined lessons learned, refined issues beyond command's capability to resolve, etc.).

9. CJCS Assessment Program. Pursuant to title 10, US Code, section 153, the primary purpose of the CJCS Assessment Program is to provide an independent assessment of the preparedness of the combatant commanders to carry out their assigned missions. These assessments are accomplished by observing CJCS- and CINC-sponsored exercises and operations. The Joint Staff, J-7, JEAD, manages the CJCS Assessment Program. Further details on this program will be published in a forthcoming CJCSI 3250.XX.

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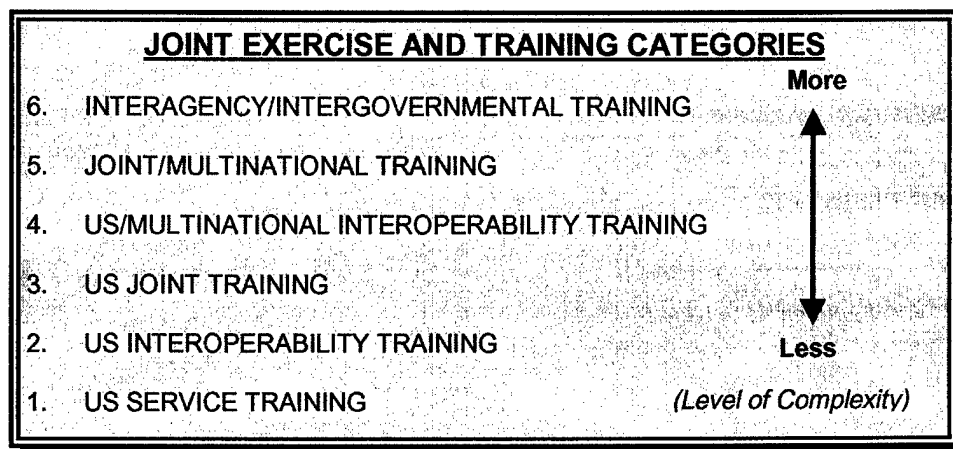
ENCLOSURE E

COMBATANT COMMANDERS JOINT TRAINING PROGRAM

1. Joint Training Management/Organization. Responsibilities for overall joint training management are prescribed in CJCSI 3500.01 Series, "Joint Training Policy for the Armed Forces of the United States." USJFCOM has been given specific joint training and joint training support responsibilities for combatant commanders, joint organizations, and CSAs and serves as the CJCS lead agent for joint training. JTMS assists the combatant commanders in implementing their joint training programs.

a. Training Programs. There are six categories of training: Category 1, US Service training; Category 2, US interoperability training; Category 3, US joint training; Category 4, US/multinational interoperability training; Category 5, joint/multinational training; and Category 6, interagency/intergovernmental training. Joint training can take place in Categories 2, 3, 4, 5, and 6. Categories 1 and 2, however, are the province of the Services. The Services are encouraged to integrate Reserve Component forces into categories 2, 3, 4, 5, and 6 training events to the extent that operational plans and premobilization training strategy warrant. USJFCOM's roles in conducting joint training and training support for combatant commanders are outlined in Enclosure F.

b. Support. Joint training support has also been organized to assist combatant commands in the execution of their JTP. USJFCOM's support role to combatant commanders is outlined in Enclosure F.



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c. JTS Specialists. The Joint Staff, J-7, will fund one person to augment each combatant command and combat support agency to assist in implementing and executing the JTS. The joint training specialist, working with combatant command and combat support agency staffs will be the focal point for assistance in coordinating, planning, executing, and assessing the command's JTP. The Joint Staff will establish a centralized training program for these specialists, and each CINC and CSA selected specialist will attend this training prior to assuming duties within their commands. In addition, all will be linked via the JDLS.

d. Human Rights Verification for Training Events. Human rights verification is mandatory for all DOD-funded training of foreign security forces. The purpose is to ensure that foreign security personnel being trained by the Department of Defense have not been accused or charged with human rights violations. The verification process starts with the sponsoring combatant commanders notifying the DOS of the intention to train (enhance the capability of the personnel or unit) forces of a host nation (HN). Once the DOS verifies that it has no credible information of gross violation of human rights by the security forces intended for training, the event can take place. Training exercises, as defined by the Department of Defense, have been exempted from this verification process. The exemption applies because exercises with foreign forces are intended to improve interoperability with DOD forces and to not improve a foreign force's capability.

2. JMETL Development. The JMETL development process, outlined in CJCSM 3500.03 series, is the essential tool for converting mission capability requirements into training requirements. JMETL development starts in JTS Phase I with mission analysis to identify specified and implied tasks that are then converted into task language using the UJTL.

a. UJTL. The UJTL describes tasks in terms common to multiple combatant commands and joint force components. The UJTL is a key element of the requirements-based "mission to task" JTS. To ensure a clear linkage between operational plans and joint training, combatant commands should imbed UJTL tasks in all operational plans during the development process to provide an unequivocal linkage between the planner's concept and planned joint training. (See Enclosure F, subparagraph 1b2.)

COMMAND-LINKED TASKS

- DESIGNATED BY SUPPORTED COMMANDER
- PERFORMED BY SUPPORTING COMMANDER
- CLOSE COMMUNICATION BETWEEN COMMANDS IS REQUIRED

b. Command-Linked Tasks. A combatant commander may designate a task as a JMET, yet must rely on a supporting commander, organization, agency, or Service to accomplish the task. Tasks performed by an external command/agency during accomplishment of a JMET are known as "command-linked tasks." These tasks depict the relationships between supported and supporting commands. The supporting commander is responsible to schedule sufficient training on command-linked tasks and conduct sufficient evaluations/assessment of task performance to assure readiness. Supported commands designate command-linked tasks in coordination with supporting commands, agencies, and Services during the JMETL development cycle. An example of a command-linked task is shown below in Figure E-1.

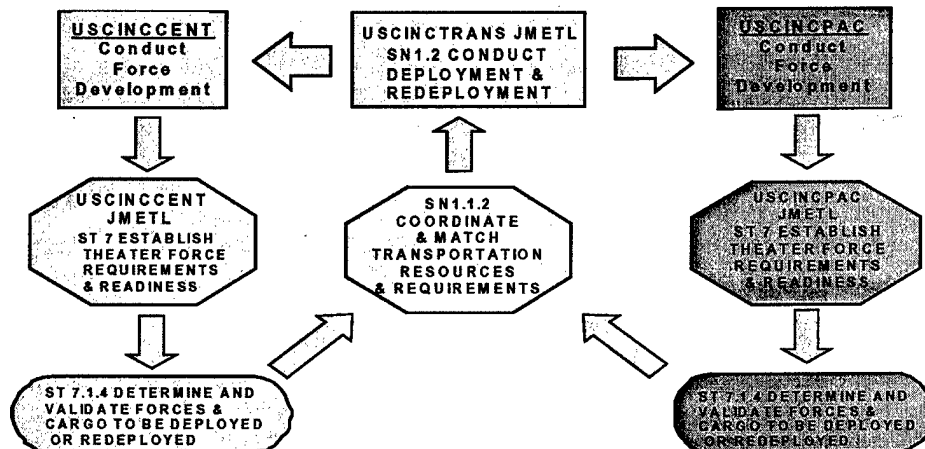


Figure E-1. Command-Linked Task (Example)

(1) Supported commands will designate their command-linked tasks when they develop and distribute JMETL annually on 15 October. The purpose is to provide approved copies of the supported commands' JMETLs and associated command-linked/supporting tasks to the supporting combatant commanders, Service components, joint organizations, and combat support agencies prior to the combatant commanders exercise and training scheduling conference in September/October. To effectively integrate the command-linked tasks between commands and CSAs, coordination should occur throughout the development of JMETL/AMETL. These JMETLs, and associated command-linked/supporting tasks, will also be included for publication in each combatant commander's respective JTP.

(2) To completely address supported commands' requirements, supporting commands and Services will base their training resource

allocation on the supported commands' published JMETL. These are the tasks identified by the supported commander to improve readiness posture and should be given priority by the supporting commands and Services.

(3) Supporting commands and CSAs will update and distribute their JMETL/AMETL annually in their JTPs on 15 May. This provides time for review and addressal of supported commands JMETLs and command-linked tasks in the supporting command/CSA JMETL/AMETL, as required. To effectively integrate the command-linked tasks between commands and CSAs coordination should occur throughout the development of JMETL/AMETL.

c. Supporting Tasks. Based on mission analysis, supporting tasks are identified by staff sections and subordinate elements. Supporting tasks for a JFC are performed by subordinate elements of the command that directly contribute to mission accomplishment and are associated with the command JMETL. Subordinate commanders will use the supporting tasks as guidance to select the tasks at their level that will accomplish the JFC supporting tasks. Conditions and standards for these tasks are also developed by the supporting element to assist the JFC CONOPS.

d. Service Task Lists. To facilitate the linkage between Service training and joint training, the Services will maintain and publish a task list to complement the UJTL. The task list should provide comprehensive guidance for Service components to develop mission essential task lists as appropriate, and enables the accomplishment of the respective unit's mission in military operations. These lists should explain their linkage to the UJTL to provide a common language for cross-referencing Service tasks to joint tasks. Services should update this list as required and distribute to each combatant commander and each CSA.

SERVICE TASK LISTS

- LINKED TO UJTL STRUCTURE
- SUPPORT COMPONENT METL
- FACILITATE CATEGORY II TRAINING

3. Joint/Agency Training Plan Development

a. The combatant command's and combat support agencies primary vehicle for communicating training guidance to subordinate and other commands is their Joint and Agency Training Plans. Updated annually, the JTPs/ATPs should define the joint and interoperability training requirements based on the JMETL/AMETL assessments, and the most cost-effective program for meeting those requirements. Supported command's JTPs will be coordinated with supporting commands and Service components. The annual WWTC in September provides an opportunity for this coordination, although it may be accomplished at any time prior to publication by the respective staffs. The combatant commander's joint training event schedule is refined and updated each year. This schedule is published by each scheduling command in JTMS, and becomes the foundation for deconfliction at the WWSC held each February. The CJCS JTMS is published the following July and consolidates inputs from each combatant commander's JTP (Tab F) and the WWSC.

JOINT and AGENCY TRAINING PLANS	
Published	For Years
2000	FY 01-04
2001	FY 02-05
2002	FY 03-06

b. Milestones. In an effort to optimize scarce resources against priority requirements, the combatant commander's JTP will include a command joint training priority scheme that highlights joint training emphasis areas.

JTP/ATP MILESTONES	
• SUPPORTED CINCs PUBLISH JMETL AND DISTRIBUTE TO SUPPORTING COMMANDS, JOINT ORGANIZATIONS, CSAs, AND MULTINATIONAL PARTNERS	ANNUALLY IN OCTOBER
• SUPPORTED CINCs PUBLISH JTP	ANNUALLY IN MARCH
• SUPPORTING CINCs, CSAs, AND JOINT ORGANIZATION'S PUBLISH JTPs, JMETLs, AND AMETLs	ANNUALLY IN MAY

Combatant-commanders-sponsored exercises will also be categorized to appropriately balance regional engagement and joint training objectives. Procedures for deriving this submission are published in Chapter IV of CJCSM 3500.03, "Joint Training Manual for the Armed Forces of the United States." See Enclosure D of this instruction for a complete listing of milestones and JTS product delivery dates. See Enclosure I for a complete listing of the milestones.

4. JMETL/Joint Training Plan Linkage. See Figure E-2 below.

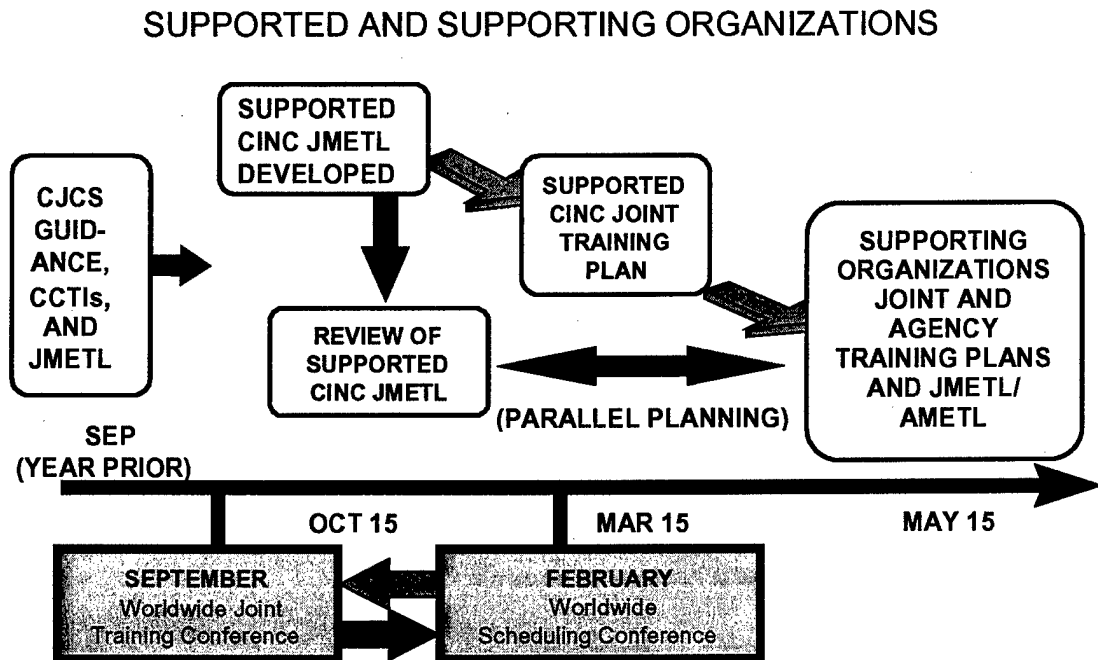


Figure E-2. JMETL/AMETL and JTP/ATP Linkage

a. Component Training Plans. After the combatant commands publish their JTPs, the Service components and CSAs will be able to assess the status of training and select tasks for their individual and unit training programs that support the guidance of their supported JFC(s). The warfighting Service component of combatant commands may publish JTP that demonstrates how their mission-essential tasks support the combatant commander's JMETL, and how planned training activities will sustain the component's proficiency mission-essential tasks (particularly the JMETL supporting tasks designated by the combatant command). Aligning mission-essential tasks of warfighting Service components with the JMETL of the supported combatant command, then gaining combatant command approval of these tasks, fosters a more coherent and efficient way of training that maximizes readiness. Instead of soldiers, sailors, airmen, and Marines effectively stopping their individual and unit training in order to participate in a joint exercise, many of the requirements can be incorporated, through effective planning, into combatant-commanders-sponsored joint training events.



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b. Support Plans. Joint organizations' and combat support agencies' support plans detail support for joint exercises. These joint organizations include the Joint Tactical Air Operations group and the Joint Military Intelligence Training Center. Likewise, the six CSAs are integral to the joint exercise program, and their participation in the combatant-commander- and CJCS-sponsored joint exercises is scheduled and published in the CJCS

**JOINT ORGANIZATIONS AND COMBAT
SERVICE AGENCY JOINT TRAINING
SUPPORT PLANS**

- CUSTOMER-FOCUSED
- CONNECTS OPERATIONAL ASSETS AND TRAINING TO CINC, SERVICE, AND OTHER AGENCY STATED REQUIREMENTS

JTMS. The CSAs are DISA, DLA, DIA, NIMA, NSA/CSS, and DTRA. These joint organizations and agencies must develop a customer-based plan detailing their training objectives to meet specific JMETL training requirements. In addition to publication of their own separate plans, participation by joint organizations and agencies should be scheduled and published within the respective supported command's JTPs.

c. JMETL/AMETL. Supporting combatant commanders and CSAs will publish a JMETL/AMETL along with their JTP. The JMETL/AMETLs will be developed using the format in the JTM for the Armed Forces of the United States (CJCSM 3500.03 Series). Combatant commanders will publish the same each October.

JMETL/AMETL MILESTONES

JMETLs/AMETLs PUBLISHED ANNUALLY IN MAY
(SUPPORTING/CSAs) AND OCTOBER (SUPPORTED)

5. Joint Training Methods -- Academic or Exercise

a. Academics. These training events during the execution phase of the JTS provide the commander the flexibility to train small to large audiences in specific subjects that meet the needs of the training requirements and optimize the use of scarce resources. Academic events can be conducted by command resources or DTT from USJFCOM.

b. Exercises. These training events during the execution phase of the JTS provide the commander the capability to conduct training across a broad spectrum of training audiences simultaneously or focus on a specific staff element. With the advent of technology, it is no longer necessary to commit large numbers of forces to create the training environment for a staff element. USJFCOM has the capability to assist the combatant commands in developing and executing exercises that meet the training requirements of the commanders. USJFCOM also has the capability to assist CSAs in planning and executing exercises, but is currently unfunded to perform such

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assistance. CSAs desiring to avail themselves of this opportunity may do so on a reimbursable basis.

6. Assessment

a. Assessment Processes. The final phase of the JTS is comparing the commander's assessment of training proficiency with required capabilities expressed in JMETL. Approved joint doctrine, the joint standards established by the commander, task performance observations (TPOs), and training proficiency evaluations (TPEs) are key tools supporting the commander in these TPAs. Assessment results (TPAs) form the basis for adjusting future training and exercises to focus on maintaining proficiency, as well as identifying critical shortcomings or deficiencies. These assessments of a command's proficiency in accomplishing JMETs directly reflect the command's ability to perform its assigned wartime missions. Consequently, assessment results may be reported by the command to elevate issues affecting readiness outside the purview of the commander or as inputs to readiness reports. Commanders at all levels, down through service components, will assess proficiency and communicate assessment results through established chains of command to the respective combatant command. The assessment process also provides the basis for crediting task training accomplishment during contingency operations. After assessments are complete, joint trainers should revise their training program to adjust periodic requirements, alter training audiences, or accomplish those tasks that were rated "untrained." The nature of USJFCOM's Category 3 JTF HQs training program is focused on the development of individuals and the joint operational art. TPAs will not be performed for such events. Assessments will instead focus on lessons learned in doctrine, material, leadership, etc.

b. JMETL-Based Training Assessment Program. The command JMETL forms the basis for training and preparedness assessments. Typically, combatant commanders evaluate JMETL-derived training objectives. In addition to internal dissemination, the combatant commander's evaluation findings and exercise lessons learned are published for external use through their inclusion in the combatant commander's postexercise JAAR.

c. JLLP. CJCSI 3150.25, formerly titled, "Joint After-Action Reporting system (JAARS)," now describes the JLLP. The JLLP provides the joint community a method to identify, capture, and share information collected as a result of operations, exercises, training events and other sources for the purpose of enhancing an organization's performance to accomplish warfighting tasks. The revised CJCSI 3150.25A directs the supported commander to submit a JAAR for selected exercises directly to the Joint Center for Lessons Learned no later than 90 days following the conclusion

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of the exercise. A JAAR now consists of a Summary report and supporting reports detailing observations, lessons learned, and issues. This is the only formal report required. All other reports addressed in the previous CJCSI are canceled.

d. JMETL Linkage to JMRR. The Chairman's Readiness System, CJCSI 3401B, dated 1 July 1999, establishes policy and procedures for reporting current readiness in the JMRR. The JMRR requires CINCs and CSAs to assess their ability, by the eight functional areas depicted, to execute

current
missions,
forecasted
(plus 12
months)
engagement
missions, and
support
execution of a
warfighting or
contingency

JMRR FUNCTIONAL AREAS

- JOINT PERSONNEL
- INTELLIGENCE/SURVEILLANCE/RECONNAISSANCE
- SPECIAL OPERATIONS
- MOBILITY
- LOGISTICS/SUSTAINMENT
- INFRASTRUCTURE
- COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS
- JOINT WAR PLANNING AND TRAINING

scenario. Readiness issues related to joint training should be reported in the Joint War Planning and Training functional area with reference provided to the authoritative requirement. JMETLs should be used to assist in the CINC/CSA assessment of these issues. Joint training issues that impact other functional areas may also be reported in the affected area of the report.

e. JMETL/UJTL Linkage to JWCA. If multicommand JMETL assessments indicate long-term preparedness degradation because of DOTMLPF shortfalls, these issues may be considered for resolution within the JWCA structure. The JROC may assign joint training deficiencies to one of the JWCA for resolution. Also, to assist the JWCA process, the UJTL provides a common vocabulary and structure to both collect and express information from multiple combatant commands in common terms.

f. Assessment Phase. A detailed discussion of the assessment phase and issue resolution process is contained in Chapter VI of the Joint Training Manual for the Armed Forces of the United States (CJCSM 3500.03 Series).

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ENCLOSURE F

UNITED STATES JOINT FORCES COMMAND
JOINT TRAINING PROGRAM

1. USJFCOM JTS Support Role

a. General

(1) USJFCOM's mission is to maximize America's present and future military capabilities through joint training, total force integration, and providing CONUS-based forces to support other CINCs and domestic requirements.

(2) USJFCOM, in addition to its role as a combatant command, coordinates development of joint and multinational requirements, directives, and schedules and provides JTS knowledge to combatant commands in developing training requirements, methods, plans, events, and assessment of training events. In this lead agent role USJFCOM has developed methodologies and processes that ensure thorough execution of the JTS through the requirements, plans, execution, and assessments phases.

b. USJFCOM Programs and Processes to Support the JTS

(1) JTS Directives. USJFCOM will provide assistance to the JS/J-7 in the preparation of the Joint Training Policy and JTMP as required. USJFCOM will prepare drafts of the JTM and UJTL for Joint Staff final coordination with CINCs, CSAs, Services, and J-codes prior to submission to CJCS for approval and signature.

(2) JMETL Linkage to Plans. USJFCOM will initiate a pilot program intended to link or cross-reference UJTL tasks in a combatant commander's JMETL with existing operational plans (war plans). When this pilot program is validated, it will be briefed at the WJTC and offered to other combatant commanders as a model.

(3) JMETL Linkage to JMRR. USJFCOM is developing a pilot program designed to provide a process that will link JTF HQs training standards to the JMRR process. This pilot program will be based on the 66 JTF HQ minimal task standards (48 core tasks and 18 MTW tasks) and will serve as a prototype for similar systems for other combatant commanders. This system will report operational requirements, not desired capabilities.

(4) JTP Review. USJFCOM is the Joint Staff's Executive Agent for combatant command JTP collection, review, and analysis. This review is designed to provide feedback to the combatant commanders, and provide

the joint training community a basis for improving the JTS and projecting future requirements. A report on this review will be prepared for each WJTC.

(5) JTS Specialists Program. The Joint Staff, J-7, formally established the JTS Specialists Program in FY 00. The JTS Specialists Program will be centrally managed by the Joint Staff, J-7, to assist the CINCs and CSAs in the execution of the JTS. This program provides a training specialist for each CINC, CSA, and the Joint Staff, J-7. Experienced personnel, selected by each command and agency, will be provided to assist in implementing and executing the JTS. The joint training specialist, working as a member of the combatant command and combat support agency staff, will serve as the focal point for assistance in coordinating, planning, executing, and assessing the command's training program. USJFCOM, with the assistance of their JTS specialist, will develop an orientation and training program for these specialists in FY 01 and provide general assistance including linkage of all specialists via the JDLS. Orientation and training at USJFCOM will occur in conjunction with the WWSC and WJT held in February and September of each calendar year.

(6) JTS Orientation Program.

(a) USJFCOM maintains an onsite JTMS Program Manager, while the Joint Staff, J-7, provides the funding and strategic direction for the program. The JTMS Program Manager will work closely with Joint Staff, J7, to fulfill the combatant commanders' and CSAs' requests for support associated with the fielding and eventual maintenance and upgrades to JTMS. See Enclosure H for more detailed guidance on JTMS implementation strategy.

(b) JTMS training for the combatant commands, subordinate Service components, and combat support agencies is a key factor in the successful integration and acceptance of this management tool within the Department of Defense. USJFCOM will conduct a JTMS training program that will be available to combatant commands, subordinate Service components, and combat support agencies using the JTSST. Training will be provided for familiarization (general JTMS orientation), user/analyst (users who input data), and instructor (JTSST members and JTSS). Onsite JTMS training will be coordinated with the Joint Staff, J7, and USJFCOM based on JTSST availability and user requirements. JTSS will be expected to provide refresher JTMS training to staffs and subordinate commands after initial training by the JTSST.

(7) JTMS. USJFCOM maintains an onsite JTMS Program Manager, while the Joint Staff, J-7, provides the funding and strategic direction for

the program. The JTIMS Program Manager will work closely with Joint Staff, J-7, to fulfill the necessary requests for support from the CINCs and CSAs associated with the fielding and eventual maintenance and upgrades to JTIMS. See Enclosure H for more detailed guidance on JTIMS implementation strategy.

(8) ADLN. The ADLN is intended to enhance the future capabilities of joint training. USJFCOM is the lead agent for ADLN. USJFCOM's main efforts will include requirement analysis, infrastructure development, information management, concept demonstrations, and leveraging future technologies. The DJTI vision is a global, ADLN architecture that integrates and shapes related DOD initiatives, programs, and operational requirements to link Service and joint programs. ADLN will also provide the capability for worldwide warfighter participation in joint training on demand. The ADLN is under development with an IOC of 2003 and FOC of 2006.

(9) JCLL. The JCLL under the USJFCOM collects, processes, analyzes, maintains, and distributes lessons learned, issues, and observations from operations, training events, and other sources to enhance the combat effectiveness of joint forces. The JCLL provides support to the JWFC during all phases of the JELC for a limited number of exercises annually and in special circumstances, support to JTFs in real-world contingency operations. The JCLL maintains home pages on the SIPRNET (<http://jcll/jwfc/jfcom.smil.mil>) and NIPRNET <http://www.jwfc.jfcom.mil/jcll/index.html>, a quarterly bulletin, and a Help Desk during regular business hours.

c. Modeling and Simulation (M&S) -- Joint Simulation System. USJFCOM collects, collates, staffs, and integrates all JSIMS-user requirements, ensuring they are prioritized, deconflicted, and documented. The JSIMS Operational Requirements Document is the primary means of documenting and communicating these requirements. USJFCOM functions as the program manager (excluding acquisition) for JSIMS to include responsibility for all aspects of life-cycle support. JSIMS full operational capability (FOC) is planned for 2004. Until JSIMS reaches FOC, USJFCOM may use the following three M&S systems for exercise management:

(1) Joint Theater Level Simulations. This system is interactive and multisided wargaming that models a joint and coalition force warfare environment at the macro level. It models air, ground, naval combat, with logistical, special operations forces, and intelligence support.

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(2) Joint Conflict and Tactical Simulations (JCATS). This system is a multisided, interactive, entity level, joint conflict high-resolution simulation. It can conduct JTF level exercises across the full range of military operations providing an effective tool for training, analysis, and mission planning and rehearsal for a small area of operations. JCATS is the result of merging the capabilities of the Joint Conflict Module and Joint Tactical Simulation.

(3) Integrated Database Preparation System. This is a database tool to automate the database-building processes, reduce database development time and personnel requirements, shorten the JELC, increase accuracy, increase training objective currency, and permit mission planning, rehearsal, mission analysis, and exercise support.

d. Joint Training Confederation (JTC). The JTC is the primary family of models currently being used to train commanders and staffs in wartime procedures. It provides an interactive artificial wartime environment through protocols that integrate the US Army's Corps Battlefield Simulation System (CBS), the US Air Force's Air Warfare Simulation System (AWSIM), the US Navy's Research and Evaluation System for Analysis (RESA), and other specialized models to simulate areas such as electronic combat and logistics.

e. Joint Doctrine

(1) Joint Doctrine Development. USJFCOM's focus is to improve joint warfighting capabilities by being a focal point and assisting in the development of clear, consistent joint doctrine. Services include joint doctrine, development, and publication distribution expertise; and joint doctrine analysis and assessment based on request for feedback, joint exercise observations, or interviews with subject-master experts. The ultimate goal is to improve joint doctrine in support of the combatant commanders' missions.

(2) Joint Training Course Development and Management Process (JTCDMP). This process provides a framework for the worldwide joint community to identify joint training course requirements and to develop them. The courseware requirements, development, and priorities are collectively identified and monitored through the Joint Training Curriculum Working Group.

2. Training Support Provided to Combatant Commands in Each Phase of the JTS. USJFCOM support is intended to be "all-encompassing," indicating detailed involvement in combatant commander design/planning processes over time and extensive support during training event execution. This

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support can directly assist combatant commanders with expertise in all four phases of the JTS: 1) requirements; 2) plans; 3) execution; and 4) assessment.

a. JTS Phase 1 Support -- Requirements. JTSSTs can facilitate the joint mission capability requirement identification process. These teams provide on-site support to the combatant commander's staff functional experts in the development or refinement of their JMETL based on a detailed mission analysis. In addition, the team has the capability to instruct the combatant commander's staff on the use of the JTMS in producing requirements.

b. JTS Phase 2 Support -- Plans. JTSSTs assist the combatant commanders in producing their JTPs, providing support to include identifying the combatant commander's joint training requirements, joint training objectives, the joint training audience(s) (based on joint doctrine and commander's intent), the type of training methods (academic or exercise) selected to meet the training requirements, the resources required to conduct those events, and their anticipated scheduling.

c. Phase 3 Support -- Execution. JTSSTs and joint event teams (JETs), consisting of all functional areas of USJFCOM expertise, support the combatant commanders' staffs in the design, execution, and evaluation of events identified in the JTP. These teams provide expertise in the JELC that includes the design, planning, preparation, execution, and evaluation and reporting of the combatant commanders' specific training events. On request, USJFCOM will support the combatant commander's after-action review process. On request of the Joint Staff and/or exercise sponsor, USJFCOM will also conduct the joint after-action review process and brief lessons learned and issue analysis at the WJTC. JET support in this phase includes training objective refinement workshops DCs. For academic events, USJFCOM can provide DTTs to train/update the combatant commander or JTF staff on the latest joint doctrine/JTTP and on crisis action planning. USJFCOM can also develop joint courseware and conduct the needed instruction.

d. Phase 4 Support -- Assessments. JTSSTs and JETs can assist the combatant commanders in conducting assessments of their commands' training programs and performance in meeting their requirements. The assessment phase provides the combatant commanders the opportunity to adjust current JTPs, develop and revise future training plans, and follow the joint readiness reporting process. Further, USJFCOM will generate a report for the WJTC on issues and lessons learned with application to the entire joint community.

3. JTF-CS and Joint Technical Augmentation Cell (JTAC). USJFCOM is responsible for providing both JTF-CS and JTAC training support. This responsibility includes exercising the JTF-CS during one FTX per year, and participation in one UE Exercise per year. During the UE Exercise, a scenario would be devised to involve a Chief of Mission at a specific point of debarkation (POD). JTF-CS would play a role in interagency exercises as opportunities arise. National Special Security Events also may present an opportunity to exercise JTF-CS. It is important for CINCs to indicate on the EXSCHED sheet their needs regarding the use of JTF-CS, specifying location (CONUS or US possessions). JTAC provides technical assistance to other CINCs for both real world events and during training when requested. JTAC also should be identified on EXSCHED sheets. JTAC should rotate between CINCs on a maximum of 2 events per year total.

4. Consequence Management (CM) Training. USJFCOM is capable of providing academic training in support of the combatant commands' requirement to conduct CM as tasked by CJCSI 3214.01. This training is available through a DTT that can travel to the command's location to conduct on-site training with their Response Task Force. Instructions provided on CM-related topics include policies that govern CM; interagency coordination/participation; the role of nongovernmental and volunteer organizations; foreign CM operations; and the relationship between humanitarian assistance/disaster relief and CM.

5. Joint Training Scheduling, Deconfliction, and Rationalization. USJFCOM maintains the worldwide JTMS, which includes JTF HQs and JFC functional component training events. USJFCOM executes this responsibility using the JTMS. The JTMS is maintained to support the CJCS, supported combatant commanders, and Services. In fulfilling its deconfliction responsibilities, USJFCOM will concentrate on balancing combatant commander joint training/engagement requirements with OPTEMPO/PERSTEMPO concerns of assigned forces, and coordinating the scheduling of USJFCOM joint training support worldwide. USJFCOM will also deconflict experimentation events scheduled for conduct during joint exercises or experiments that compete for the same support to assist with schedule deconfliction as described below.

a. USJFCOM Responsibilities. USJFCOM is the provider of assigned CONUS-based forces used by supported combatant commanders in their joint training events. It is also responsible for the training of its assigned forces. The long-range goal is to ensure that USJFCOM prepares CONUS-based forces to deploy and employ in support of any combatant command or joint task force commander. USJFCOM is tasked to provide training, based on its JMETL, for its CONUS-based Service component forces, and for training of assigned forces not trained by other geographic combatant com-

mands. Through close coordination of requirements and standardized training, the operational capabilities of these forces will be better aligned with the requirements of the supported commands.

b. Scheduling. Each command is responsible for scheduling all joint training events for its own command. USJFCOM is responsible for the maintenance of the worldwide JTMS using JTMS, which will allow all users visibility into the entire schedule. Once centralized scheduling is established at USJFCOM, the scheduling process will include visibility into real-world events, global naval force presence, and joint transportation to a degree that will permit the management of joint training event lift by USTRANSCOM and supported combatant commanders.

c. Deconfliction. USJFCOM is responsible for the coordination of worldwide deconfliction of units listed in the JTMS using JTMS. The end state of deconfliction is a schedule that does not have the same headquarters, components, forces, fleets, units, or strategic lift assets scheduled for more than one event at one time. It also includes the deconfliction of joint training support provided by USJFCOM to supported combatant commanders and organizations. The implementation of worldwide deconfliction is dependent on the tolls provided by JTMS, to include JTN, and will be an iterative process. Initially, at the February 01 WWSC, USJFCOM will be prepared to deconflict to participation of combat command (command authority) (COCOM) HQs and forces.

d. Rationalization. In addition, as a force provider, USJFCOM will rationalize the participation of its Service components in joint events worldwide. Rationalization is defined in JP 1-02 as, "Any action that increases the effectiveness of allied forces through more efficient and effective use of defense resources committed to the alliance." USJFCOM applies the term rationalization as the alignment of units with training requirements with commands requesting forces and HQs to participate in joint events. The basis for rationalization includes the joint training requirements of the HQs, forces, fleets, or units that are scheduled to participate. Joint training requirements form the basis for the event; while minimum standards for the event, OPTEMPO/PERSTEMPO/DEPTempo considerations and the elimination of redundancy are all factored into the process. If the training audience has already demonstrated its ability to perform a selected mission to standard through real-world performance or other training event, then there is no requirement for that particular training audience to train to that mission in the current cycle. Through the USJFCOM-developed rationalization process, other forces will be selected to participate in the scheduled event. The end state of rationalization is the training of only the forces that require the training. Rationalization efforts at USJFCOM have commenced with

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COCOM HQs, and will next be expanded to Category 2 Joint Interoperability exercises.

e. Joint Training Standards. Schedule preparation and deconfliction will be based on the identification of joint training standards, joint training requirements including the required frequency of training, and the complexity/redundancy of training opportunities in a variety of combatant commander exercises and other training events. Standards for use in rationalization will be coordinated with all combatant commanders and Services. USJFCOM has developed a prototype of JTF HQ training tasks and conditions for the JMRR report derived from the 66 JTF HQ minimal functional tasks (Appendix B to Enclosure G). Standards will next be developed for these tasks. Also under development are JTF HQ functional component commander training tasks and conditions and joint/interoperability tactical-level tasks (Appendix C to Enclosure G). To better evaluate the training needs of headquarters, forces, and units, USJFCOM is developing a strategy and a process that will link joint training standards to JMRR readiness reporting.

f. Linkage of Rationalization to Readiness Reporting. Prior to 1 July 1999, USACOM, now USJFCOM, was the only combatant commander reporting a training status in the JMRR. CJCS Instruction 3401.01B, "Chairman's Readiness System," 1 July 1999, established uniform policy and procedures for assessing and reporting current readiness of all combatant commands. Combatant commanders are tasked to report Joint War Planning and Training to include joint training and exercises, JTF HQs organization, joint doctrine, joint deliberate planning, and JFCs assessment. The report must be assessed on operational, not desired, capabilities. As a prototype for this requirement USJFCOM developed JTF HQs training standards for the JMRR report based on the 66 JTF HQ minimal tasks and conditions in the UJTL that may be used as a tool for training JTF HQs. These tasks consist of a menu of 48 tasks from which combatant commanders can select for training their JTFs based upon mission analysis and specific requirements in their area of responsibility (AOR). An additional 18 tasks comprise a similar menu for those JTFs assigned to an MTW mission.

6. USJFCOM JMETL. The USJFCOM JMETL is comprised of three parts: 1) the 25 SN and ST tasks for USJFCOM HQs (Appendix A to Enclosure G); 2) the 159 Operational-level JTF HQs tasks (Appendix B to Enclosure G); and 3) the 66 Joint/Interoperability Tactical Tasks (Appendix C to Enclosure G). These are all considered the USJFCOM JMETL and all training will be based on these mission-essential tasks that are derived from mission requirements.

a. Category 3 Joint Training of Personnel and Staffs

(1) USJFCOM was directed by the CJCS to design a standardized training Program of Instruction (POI) that is responsive to combatant commanders' requirements to train and exercise personnel that could be assigned to a JTF HQ staff and functional component staffs. The overall training program that accomplishes this task is the USJFCOM Joint Command Training Program (JCTP). The purpose of this program is to train personnel from all of the Armed Services in joint operational art. Based upon the training that potential JTF commanders and staffs and JTF component commanders and their staffs receive from USJFCOM, other combatant commanders' JTF training programs can be tailored to be more specific and supplement training provided by USJFCOM.

(2) USJFCOM will train and exercise its assigned HQs staffs using the JCTP. JTF component commanders and staffs will be drawn from among Forces Command active and reserve HQs; Atlantic Fleet Numbered Fleets and Battle Groups; Air Combat Command's Numbered Air Forces and Air Wings; Marine Forces Atlantic Marine Expeditionary Force's division and wing; Special Operations Command Joint Forces Command with support from United States Special Operations Command (USSOCOM); and service support commanders. Training is also available to those HQs assigned to other combatant commanders if requested. The core of the active duty operational staff brings stability, cohesiveness, and experience, which facilitate effective and efficient training for all participants. Reserve staff officers will be trained in conjunction with the active force staffs they are designed to augment.

(3) USJFCOM conducts training for individuals assigned to its components' HQ and staffs in a Category 3 event known as the UE Exercise series. The UE series is designed to train USJFCOM staffs and personnel to JMETL tasks, conditions, and standards. The UE Exercise series may be modified to either support US joint training or joint/multinational training to support a JTF commander and staff and JTF component commanders and staffs for duty worldwide.

(4) The UE Exercise consists of a three-tier program that culminates in a simulation-driven CAX followed by detailed analysis of the exercise. Tier 1 is academic training and is tailored to expected utilization of the JTF commander. Tier 2 is development of an operations plan and time-phased force deployment data (TPFDD). Tier 3 is the CAX execution of the operations order. All three tiers of a UE Exercise can be held at USJFCOM (specifically the JWFC HQ facility) to maximize the training benefit, although arrangements can be made for any phase to be held elsewhere. USJFCOM has DTTs to assist in combatant commander/JTF on-site training. UE

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stresses combat decisions and applied doctrine and the use of operational command, control, computers, and intelligence in a high-stress, operational-like environment.

(5) USJFCOM will make every effort to make exercises inclusive with other operational and Service command programs. An example of this multi-echelon effort, which was a model for the CESI, is Exercise FUERTES DEFENSAS 98/99 support, where United States Southern Command (USSOUTHCOM) (combatant commander battlestaff training), USJFCOM (JTF training), and the US Army component (Corps Warfighter) merged events and training objectives into a single exercise.

b. Joint Force Functional Component Training. USJFCOM is responsible for the development of a joint program of instruction for the joint training of JTF HQ functional components (e.g., joint force air component commander (JFACC), joint force land component commander (JFLCC), joint force maritime component commander (JFMCC)). Currently the only approved joint training of functional components is that done within the UE program. This new program will be developed during FY 00-01 and made available to supported combatant commanders. The intent of this initiative is to build upon existing Service training programs for Service components. The Services also conduct training to ensure appropriate Service staffs/units are prepared to operate within a JTF (e.g., US Army -- Battle Command Training Program, US Marines -- Marine, Air-Ground, Task Force Service Training Program, and US Air Force -- Blue Flag). This Service training should be based on CJCSM 3500.05, "JTF Headquarters Master Training Guide," 15 April 1997. Service training teams should coordinate with USJFCOM to ensure consistency with approved joint doctrine and other ongoing joint training efforts.

c. Category 2 US Joint/Interoperability Training of USJFCOM Forces

(1) Category 2 training has previously been identified as both component interoperability and joint interoperability. To clarify training responsibilities, Category 2 will be redesignated as simply interoperability training. This recognizes the existing definition of interoperability (JP 1-02) as, "The ability of systems, units, or forces to provide services to and accept services from other systems, units, or forces and to use the services so exchanged to enable them to operate effectively together. With this definition, interoperability training is military training that ensures systems, units, or forces can operate effectively together." Interoperability training is based on joint doctrine/JTTP and is conducted to ensure components are prepared to interoperate during joint operations. Interoperability training during joint training events is known as "joint/interoperability training." When the Services conduct interoperability training to develop the ability to interper-

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ate, they will/must include interoperability training objectives to assess their force's ability to perform joint operations and assess performance problems using a holistic DOTMLPF approach. The process of developing a system for joint/interoperability training and certification of deployable forces has continued to evolve. Joint/interoperability training is the synthesis of joint doctrine, Service systems, and personnel. USJFCOM conducts a Category 2 exercise program focused on component forces operating as part of a JTF, executing those JMETL tasks specified by the regional combatant commanders to whom these forces may be deployed. USJFCOM's ultimate goals are to ensure that all of its forces (Active, Guard, and Reserve) can carry out the regional combatant commanders' wartime taskings and to assess the overall ability of these forces to integrate and synchronize their operations.

(2) USJFCOM has the mission of maximizing US military capability through joint training and integration of assigned CONUS-based forces. USJFCOM's ultimate goal is to assess the overall ability of combatant command forces to fully integrate their operations within a joint environment in order to carry out the geographic combatant commanders' wartime requirements. The Category 2 training goal is to ensure that CONUS-based Service forces assigned to USJFCOM the routinely deploy to operate as part of a JTF receive focused mission essential joint/interoperability training prior to deployment to another combatant commander's AOR. This training is frequently provided to joint activities/organizations as well. Interoperability training can also include allied and coalition partners.

(3) Joint/interoperability training (Category 2) is the synthesis of joint/Service doctrine, Service systems, and personnel. Exercise objectives normally include combatant commander or Service initiatives. Such exercises are conducted under the auspices of the USJFCOM Service component commander acting as the exercise executive agent; however, unit commanders are responsible for evaluating and reporting Service-level training proficiency. Joint interoperability training proficiency is defined as the ability to execute interoperability JMETs, under established conditions, to a defined standard. USJFCOM's role is to evaluate and assess the ability of the forces to integrate and synchronize operational capabilities and to provide compelling evidence to indicate future interoperability goals associated with DOTMLPF on the battlefield. Consistent with its training and readiness oversight (TRO) responsibilities of assigned Reserve Component forces, USJFCOM will develop a program in collaboration with its component commands to ensure Guard and Reserve units/staffs are integrated, to the maximum extent possible, into joint/interoperability training events.

(4) USJFCOM Category 2 training support focuses on assigned forces. The specific objectives are to provide trained and ready personnel able to

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effectively execute joint operations; ensure interoperability of combat, combat support, combat service support, and other military equipment; create a stable process for optimizing scarce training resources; and improve the readiness of joint forces through a training, exercise, and assessment strategy.

7. USJFCOM PERSTEMPO Budget Process. USJFCOM has created a system to manage PERSTEMPO in joint exercises. The budgeting system treats workdays as a budgeted item. The system tracks both planned and executed expenditure of workdays. Planners of exercises are required to estimate exercise workdays for each scheduled exercise. All exercises are planned with a full complement of forces. Since many times the forces do not participate for the entire length of the exercise, USJFCOM tasks its Service components to report the actual numbers of personnel in exercises each day. Total workdays are reported at the end of each exercise and then recorded on the exercise schedule report/event summary sheets in JTIMS. This process is available for use by other combatant commanders.

ENCLOSURE G

UNITED STATES JOINT FORCES COMMAND
JOINT MISSION ESSENTIAL TASK LIST

1. Enclosure G, Appendix A, includes 25 USJFCOM HQ JMETLs. Conditions and standards for these are located in the USJFCOM JTP.
2. Enclosure G, Appendix B, includes 159 USJFCOM JMETL operational tasks conducted under common conditions and completed to a common joint standard. These tasks are used as a basis for USJFCOM's UE Exercises. These 159 tasks describe a list of core joint competencies fundamental to the conduct of JTF HQ operations. Sixty-six of these tasks (as indicated by single and double asterisks), under the same conditions, identify JTF HQ minimal functional tasks. In addition, 48 of these 66 (marked by a single asterisk) are tasks that any JTF should be able to perform. The remaining 18 (marked by a double asterisk) are tasks that JTF HQs should be able to perform if they are assigned to an MTW mission.
3. Enclosure G, Appendix C, contains tactical-level tasks performed by more than one Service component to meet the mission-derived conditions and approved standards of the combatant commands. These requirements are addressed by the combatant commands, in coordination with respective Service components, to facilitate scheduling and improve focus on joint doctrine. These tasks are used by USJFCOM in its Category 2 training programs for assigned forces. Appendix C is not intended to be an exhaustive list of joint/interoperability tactical tasks. These tasks will change as a result of command interaction between USJFCOM and the organizations participating in Category 2 training. USJFCOM will staff changes to this task list and update as necessary. The hierarchy of UJTL tactical tasks, joint/interoperability tactical tasks, and the respective Service tasks that support them is depicted in Appendix C. The tactical task titles and descriptions are followed by the joint/interoperability tactical tasks that are in turn defined by the respective Service tasks that follow it. Thus, Appendix C contains a list of the current 60 joint/interoperability tactical tasks from the current UJTL. Conditions and standards are to be developed.
4. Enclosure G, Appendix D, contains a list of the current applicable JFACC/Joint Air Operations Center (JAOC) UJTL-derived tasks. This task list is the basis to derive training tasks and objectives so the JFACC, JFACC staff, and JAOC personnel are comprehensively trained to accomplish their respective jobs. Standards will be developed for these tasks and published as a change to this document.

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APPENDIX A TO ENCLOSURE G

UNITED STATES JOINT FORCES COMMAND HEADQUARTERS
JOINT MISSION ESSENTIAL TASK LIST

USJFCOM HQ JMETL	
SN 3.1.4	Coordinate Joint/Multinational Training Events
SN 5.4.2	Coordinate Support for Unified, Joint, and Multinational Operations
SN 6.5.1	Receive and Provide Base and Operations Support for Units and Individuals
SN 6.5.4	Train Units and Individuals to Minimum Operationally Ready/POR Status
SN 7.1.2	Develop Joint and Service Warfighting and Other Concepts, Doctrine, and TTP
SN 7.4	Educate and Train the Force
SN 7.5	Ensure Interoperability
SN 8.2.1	Support DOD and Joint Agencies
SN 8.2.2	Support Other Government Agencies
SN 8.3.1	Coordinate and Control Policy for the Conduct of Operations
ST 1.1.1	Process Requests for Forces to be Deployed
ST 1.3	Conduct Theater Strategic Maneuver and Force Positioning
ST 1.6	Control or Dominate Strategically Significant Area(s)
ST 2	Conduct Theater Strategic Intelligence, Surveillance, and Reconnaissance
ST 3.1.1	Select Strategic Targets in the Theater for Attack
ST 3.2	Attack Theater Strategic Targets/Target Sets
ST 4	Sustain Theater Forces
ST 5	Provide Theater Strategic Command, Control, Communications, and Computers
ST 6.2.5	Establish and Coordinate Positive Identification for Friendly Forces in Theater
ST 6.2.6	Establish Security Procedures for Theater Forces and Means
ST 6.2.8	Establish NBC Defense in Theater
ST 6.3	Secure Theater Systems and Capabilities
ST 6.4.1	Protect Details of Theater Strategy and Campaign Plans and Operations
ST 7	Establish Theater Force Requirements and Readiness
ST 8	Develop and Maintain Alliance and Regional Relations

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APPENDIX B TO ENCLOSURE G

UNITED STATES JOINT FORCES COMMAND
CATEGORY 3 TRAINING JOINT MISSION ESSENTIAL TASK LIST

USJFCOM CATEGORY 3 TRAINING JMETL	
OP 1.1*	Conduct Operational Movement C 2.5.4.2 Abundant, C 2.5.4.2.2 Limited
OP 1.1.1*	Formulate Request for Strategic Deployment to Joint Operations Area (JOA) C 2.2.5.2 Abundant, C 2.3.1.3 Limited
OP 1.1.2*	Conduct Intratheater Deployment and Redeployment of Forces Within Joint Operations Area (JOA) C 2.5.2 Limited, C 2.8.1 Limited, C 2.8.5 Limited, C 2.3.1 Multinational, C 2.1.4 Large,
OP 1.1.3*	Conduct Joint Reception, Staging, Onward Movement, and Integration (JRSOI) in the Joint Operations Area (JOA) C 2.1.3 Not completed, C 2.5.2 Limited, C 2.5.4 Limited, C 2.8.1 Limited, C 2.8.5 Limited
OP 1.2**	Conduct Operational Maneuver C 2.5.2.3 Abundant, C 2.5.4.2.2 Limited
OP 1.2.2	Posture Joint Forces for Operational Formations C 2.5.4.2.1 Limited, C 2.5.4.2.2 Limited
OP 1.2.3	Assemble Forces in the Joint Operations Area (JOA) C 2.5.2 Limited, C 2.8.5 Limited, C 2.5.4.2.1 Limited, C 2.7.1 Moderately Secure, C 2.1.5.1 Minimal
OP 1.3*	Provide Operational Mobility C 2.5.4.2 Abundant, C 2.5.4.2.2 Limited
OP 1.3.2	Enhance Movement of Operational Forces C 2.5.4 Limited, C 2.8.5 Limited, C 2.3.1 Multinational, C 2.5.4.2.2 Limited, C 2.3.2.4 Separated C 3.3.6.1 Limited
OP 1.3.3**	Coordinate Water Space Management C 2.1.3 Limited, C 2.2.6 Some, C 2.3.1 Multinational, C 2.1.4 Medium, C 2.7.4 Local, C 1.2 Coastal
OP 1.5*	Control Operationally Significant Area C 2.2.3 Adequate, C 2.1.1.4 Multinational, C 2.1.4 Medium, C 2.1.5.2 Short, C 2.3.1.2 Partial, C 2.7.2 General, C 2.7.4 Local, C 3.1.3.4 Moderate, C 3.3.1.6 Moderate, C 3.3.2 Moderate
OP 1.5.1	Control Operationally Significant Land Area in the Joint Operations Area (JOA) C 2.2.3 Adequate, C 2.1.1.4 Multinational, C 2.1.4 Medium, C 2.1.5.2 Short, C 2.3.1.2 Partial, C 2.7.2 General, C 2.7.4 Local, C 3.1.3.4 Moderate, C 3.3.1.6 Moderate, C 3.3.2 Moderate
OP 1.5.2	Gain and Maintain Maritime Superiority in the Joint Operations Area (JOA) C 2.2.3 Adequate, C 2.1.1.4 Multinational, C 2.1.4 Medium, C 2.1.5.2 Short, C 2.3.1.2 Partial, C 2.7.2 General, C 2.7.4 Local, C 3.1.3.4 Moderate, C 3.3.1.6 Moderate, C 3.3.2 Moderate
OP 1.5.3**	Gain and Maintain Air Superiority in the Joint Operations Area (JOA) C 2.9.5.2 Low, C 2.3.1.2 Partial, C 2.2.3 Marginal, C 2.1.1.4 Multinational
OP 2	Provide Operational Intelligence, Surveillance, and Reconnaissance C 2.2.5.2 Abundant, C 2.4.6 Moderate, C 2.4.2 Adequate, C 2.4.3 Growing, C 2.4.5 Moderate, C 2.7.3.2 Low, C 2.9.2 Conventional/Terrorist, Possible NBC, Economic
OP 2.1*	Plan and Direct Operational Intelligence Activities C 2.2.5.2 Abundant, C 2.4.6 Moderate, C 2.4.2 Adequate, C 2.4.3 Growing, C 2.4.5 Moderate, C 2.7.3.2 Low, C 2.9.2 Conventional/Terrorist, Possible NBC, Economic
OP 2.1.1*	Determine and Prioritize Operational Priority Intelligence Requirements (PIR) C 2.1.3 Negligible, C 2.1.4.3 Large, C 2.2.5.2 Abundant, C 2.3.1.8 Restricted, C 2.4.5 Moderate
OP 2.1.2*	Determine and Prioritize Operational Information Requirements (IR) C 2.1.3 Negligible, C 2.1.4.3 Large, C 2.2.5.2 Abundant, C 2.3.1.8 Restricted, C 2.4.5 Moderate
OP 2.1.3	Prepare Operational Collection Plan

	C 2.1.3 Negligible, C 2.1.4.3 Large, C 2.2.5.2 Abundant, C 2.3.1.8 Restricted, C 2.4.5 Moderate
OP2.1.4**	Allocate Intelligence Resources in the Joint Operations Area (JOA) C 2.1.3 Negligible, C 2.1.4.3 Large, C 2.2.5.2 Abundant, C 2.3.1.8 Restricted, C 2.4.5 Moderate
OP 2.2*	Collect and Share Operational Information C 2.1.3 Negligible, C 2.1.4.3, Large, C 2.2.5.2, Abundant, C 2.3.1.8 Restricted, C 2.4.5, Moderate, C 2.7.3.2 Low, C 2.7.2 Local
OP 2.2.1	Collect Information on Operational Situation C 2.1.3 Negligible, C 2.1.4.3, Large, C 2.2.5.2, Abundant, C 2.3.1.8 Restricted, C 2.4.5, Moderate, C 2.7.3.2 Low
OP 2.2.2	Directly Support Theater Strategic Surveillance and Reconnaissance Requirements C 2.1.3 Negligible, C 2.1.4.3, Large, C 2.2.5.2, Abundant, C 2.3.1.8 Restricted, C 2.4.5, Moderate, C 2.7.3.2 Low
OP 2.3*	Process and Exploit Collected Operational Information C 2.1.3 Negligible, C 2.1.4.3, Large, C 2.2.5.2, Abundant, C 2.3.1.8 Restricted, C 2.4.5, Moderate, C 2.7.3.2 Low
OP 2.3.1	Conduct Technical Processing and Exploitation in the Joint Operations Area (JOA) C 2.1.3 Negligible, C 2.1.4.3, Large, C 2.2.5.2, Abundant, C 2.3.1.8 Restricted, C 2.4.5, Moderate, C 2.7.3.2 Low
OP 2.3.2	Collate Information C 2.1.3 Negligible, C 2.1.4.3, Large, C 2.2.5.2, Abundant, C 2.3.1.8 Restricted, C 2.4.5, Moderate, C 2.7.3.2 Low
OP 2.3.3	Correlate Information C 2.1.3 Negligible, C 2.1.4.3, Large, C 2.2.5.2, Abundant, C 2.3.1.8 Restricted, C 2.4.5, Moderate, C 2.7.3.2 Low
OP 2.4*	Produce Operational Intelligence and Prepare Intelligence Products C 2.1.3 Negligible, C 2.1.4.3, Large, C 2.2.5.2, Abundant, C 2.3.1.8 Restricted, C 2.4.5, Moderate, C 2.7.3.2 Low
OP 2.4.1	Evaluate, Integrate, Analyze, and Interpret Operational Information C 2.1.3 Negligible, C 2.1.4.3, Large, C 2.2.5.2, Abundant, C 2.3.1.8 Restricted, C 2.4.5, Moderate, C 2.7.3.2 Low, C 2.7.2 Local
OP 2.4.1.1	Identify Operational Issues and Threats C 2.1.3 Negligible, C 2.1.4.3, Large, C 2.2.5.2, Abundant, C 2.3.1.8 Restricted, C 2.4.5, Moderate, C 2.7.3.2 Low, C 2.7.2 Local
OP 2.4.1.2	Determine Enemy's Operational Capabilities, Courses of Action, and Intentions C 2.1.3 Negligible, C 2.2.5.2 Abundant, C 2.3.1.1 Partial, C 2.3.1.2 Partial, C 2.3.1.8 Restricted
OP 2.4.2	Prepare Intelligence for the Joint Operations Area (JOA) C 2.1.3 Negligible, C 2.2.5.2 Abundant, C 2.3.1.1 Partial, C 2.3.1.2 Partial, C 2.3.1.8 Restricted
OP 2.4.2.1**	Provide Indications and Warning for the Joint Operations Area (JOA) C 2.1.3 Negligible, C 2.2.5.2 Abundant, C 2.3.1.1 Partial, C 2.3.1.2 Partial, C 2.3.1.8 Restricted
OP 2.4.2.2	Provide Current Intelligence for the Joint Operations Area (JOA) C 2.1.3 Negligible, C 2.2.5.2 Abundant, C 2.3.1.1 Partial, C 2.3.1.2 Partial, C 2.3.1.8 Restricted
OP 2.4.2.3	Provide General Military Intelligence for the Joint Operations Area (JOA) C 2.1.3 Negligible, C 2.2.5.2 Abundant, C 2.3.1.1 Partial, C 2.3.1.2 Partial, C 2.3.1.8 Restricted
OP 2.4.2.4	Provide Target Intelligence for the Joint Operations Area (JOA) C 2.1.3 Negligible, C 2.2.5.2 Abundant, C 2.3.1.1 Partial, C 2.3.1.2 Partial, C 2.3.1.8 Restricted
OP 2.5*	Disseminate and Integrate Operational Intelligence C 2.1.3 Negligible, C 2.2.5.2 Abundant, C 2.3.1.1 Partial, C 2.3.1.2 Partial, C 2.3.1.8 Restricted
OP 2.5.1	Provide Intelligence for the Joint Operations Area (JOA) C 2.1.3 Negligible, C 2.2.5.2 Abundant, C 2.3.1.1 Partial, C 2.3.1.2 Partial, C 2.3.1.8 Restricted
OP 2.5.2	Provide Follow-on Intelligence Support to the Joint Operations Area (JOA) Planners and Decision Makers C 2.1.3 Negligible, C 2.2.5.2 Abundant, C 2.3.1.1 Partial, C 2.3.1.2 Partial, C 2.3.1.8 Restricted

OP 2.6	Evaluate Intelligence Activities in the Joint Operations Area (JOA) C 2.1.3 Negligible, C 2.2.5.2 Abundant, C 2.3.1.1 Partial, C 2.3.1.2 Partial, C 2.3.1.8 Restricted
OP 3.1**	Conduct Joint Force Targeting C 2.1.3 Negligible, C 2.6.1 Moderate, C 2.6.5 Good, C 3.1.3.3 Moderate, C 2.4.3 Adequate, C 2.4.4 Growing
OP 3.1.1	Establish Joint Force Targeting Guidance C 2.1.3 Negligible, C 2.6.1 Moderate, C 2.6.5 Good, C 3.1.3.3 Moderate, C 2.4.3 Adequate, C 2.4.4 Growing
OP 3.1.2	Apportion Joint/Multinational Operational Firepower Resources C 2.1.3 Negligible, C 2.6.1 Moderate, C 2.6.5 Good, C 3.1.3.3 Moderate, C 2.4.3 Adequate, C 2.4.4 Growing
OP 3.1.3	Develop Operational Targets C 2.1.3 Negligible, C 2.6.1 Moderate, C 2.6.5 Good, C 3.1.3.3 Moderate, C 2.4.3 Adequate, C 2.4.4 Growing
OP 3.1.4	Develop High-Payoff and High Value Targets C 2.1.3 Negligible, C 2.6.1 Moderate, C 2.6.5 Good, C 3.1.3.3 Moderate, C 2.4.3 Adequate, C 2.4.4 Growing
OP 3.1.5*	Publish Air Tasking Order(s) (ATO) C 2.1.3 Negligible, C 2.6.1 Moderate, C 2.6.5 Good, C 3.1.3.3 Moderate, C 2.4.3 Adequate, C 2.4.4 Growing
OP 3.1.7	Coordinate Fire Support Coordination Measures C 2.1.3 Negligible, C 2.6.1 Moderate, C 2.6.5 Good, C 3.1.3.3 Moderate, C 2.4.3 Adequate, C 2.4.4 Growing
OP 3.2**	Attack Operational Target C 2.6.1 Good, C 2.6.6 Moderate
OP 3.2.2	Conduct Nonlethal Attack on Operational Targets Using Nonlethal Means C 2.1.1 Restricted, C 2.2.3 Adequate, C 2.7.2 Local, C 2.6.7 High, C 1.1 Moderately Developed, C 1.2 Coastal
OP 3.2.2.1	Employ PYSOP in the Joint Operations Area (JOA) C 2.1.1 Restricted, C 3.1.2 Opposed, C 2.2.3 Adequate, C 2.7.2 Local, C 1.1 Moderately Developed, C 3.1.2.2 Moderate, C 3.1.2.4 Moderately Opposed
OP 3.2.2.2	Employ Electronic Attack (EA) in the Joint Operations Area (JOA) C 2.1.1 Restricted, C 2.2.6 High, C 2.6.5 High, C 2.7.2 Local, C 2.6.7 High, C 1.1 Moderately Developed, C 1.2 Coastal, C 2.2.3 Adequate
OP 3.2.2.3	Employ Information Attack in the Joint Operations Area (JOA) C 2.2.5.2 Abundant, C 2.3.1.6 Continuous, C 2.2.6 Some, C 2.4.6 Moderate, C 2.6.4 Partial, C 2.4.2 Adequate, C 2.4.3 Growing, C 3.1.2.4 Opposed, C 3.1.3.3 Moderate, C 2.3.1.3 Conventional/Terrorist/Poss NBC, C 1.3.3.4 Minor, C 2.2.5.2 Limited
OP 3.2.2.4	Conduct Nonlethal Attack on Personnel, Equipment, and Installations using Nonlethal Means C 2.2.5.2 Abundant, C 2.3.1.6 Continuous, C 2.2.6 Some, C 2.4.6 Moderate, C 2.6.4 Partial, C 2.4.2 Adequate, C 2.4.3 Growing, C 3.1.2.4 Opposed, C 3.1.3.3 Moderate, C 2.3.1.3 Conventional/Terrorist/Poss NBC, C 1.3.3.4 Minor, C 2.2.5.2 Limited
OP 3.2.4	Suppress Enemy Air Defenses C 2.1.1 Restricted, C 2.2.6 High, C 2.6.5 High, C 2.7.2 Local, C 2.6.7 High, C 1.1 Developed, C 2.2.3 Adequate
OP 3.2.7	Synchronize Operational Firepower C 2.1.1 Restricted, C 2.2.6 High, C 2.6.5 High, C 2.6.7 High, C 2.7.2 Local, C 1.1 Developed, C 1.2 Coastal, C 2.2.3 Adequate
OP 4.1*	Coordinate Supply of Arms, Ammunition, and Equipment in the Joint Operations Area (JOA) C 2.1.3 Not completed, C 2.5.2 Limited, C 2.5.4 Limited, C 2.8.1 Limited, C 2.8.5 Limited
OP 4.2*	Synchronize Supply of Fuel in the Joint Operations Area (JOA) C 2.1.3 Not completed, C 2.5.2 Limited, C 2.5.4 Limited, C 2.8.1 Limited, C 2.8.5 Limited
OP 4.3*	Provide for Maintenance of Equipment in the Joint Operations Area (JOA)
OP 4.4*	Coordinate Support of Forces in the Joint Operations Area (JOA) C 2.1.3 Limited, C 2.5.2 Limited, C 2.5.4 Limited, C 2.8.1 Limited, C 2.8.5 Limited, C 2.5.4.2.1 Limited, C 2.3.1 Multinational, C 3.3.6.1 Limited, C 2.1.1.2 Partial
OP 4.4.1	Coordinate Field Services Requirements C 2.1.3 Limited, C 2.5.2 Limited, C 2.5.4 Limited, C 2.8.1 Limited, C 2.8.5 Limited, C 2.5.4.2.1 Limited, C 2.3.1 Multinational, C 3.3.6.1 Limited, C 2.1.1.2 Partial

OP 4.4.1.1	Coordinate Support for Personnel in the Joint Operations Area (JOA) C 2.1.3 Limited, C 2.5.2 Limited, C 2.5.4 Limited, C 2.8.1 Limited, C 2.8.5 Limited, C 2.5.4.2.1 Limited, C 2.3.1 Multinational, C 3.3.6.1 Limited, C 2.1.1.2 Partial
OP 4.4.1.2	Manage Mortuary Affairs in the Joint Operations Area (JOA) C 2.1.3 Limited, C 2.5.2 Limited, C 2.5.4 Limited, C 2.8.1 Limited, C 2.8.5 Limited, C 2.5.4.2.1 Limited, C 2.3.1 Multinational, C 3.3.6.1 Limited, C 2.1.1.2 Partial
OP 4.4.2	Provide for Personnel Services C 2.1.3 Limited, C 2.5.2 Limited, C 2.5.4 Limited, C 2.8.1 Limited, C 2.8.5 Limited, C 2.5.4.2.1 Limited, C 2.3.1 Multinational, C 3.3.6.1 Limited, C 2.1.1.2 Partial
OP 4.4.3	Provide for Health Services in the Joint Operations Area (JOA) C 2.1.3 Not completed, C 2.5.2 Limited, C 2.5.4 Limited, C 2.8.1 Limited, C 2.8.5 Limited
OP 4.4.3.1	Manage Joint Blood Program in the Joint Operations Area (JOA) C 2.1.3 Not completed, C 2.5.2 Limited, C 2.5.4 Limited, C 2.8.1 Limited, C 2.8.5 Limited
OP 4.4.3.2	Manage Flow of Casualties in the Joint Operations Area (JOA) C 2.1.3 Not completed, C 2.5.2 Limited, C 2.5.4 Limited, C 2.8.1 Limited, C 2.8.5 Limited
OP 4.4.3.3	Manage Health Services Resources in the Joint Operations Area (JOA) C 2.1.3 Not completed, C 2.5.2 Limited, C 2.5.4 Limited, C 2.8.1 Limited, C 2.8.5 Limited
OP 4.5*	Manage Logistic Support Services in the Joint Operations Area (JOA) C 2.1.3 Not completed, C 2.5.2 Limited, C 2.5.4 Limited, C 2.8.1 Limited, C 2.8.5 Limited
OP 4.5.1*	Provide for Movement Services in the Joint Operations Area (JOA) C 2.1.3 Not completed, C 2.5.2 Limited, C 2.5.4 Limited, C 2.8.1 Limited, C 2.8.5 Limited
OP 4.5.2	Supply Operational Forces C 2.1.3 Not completed, C 2.5.2 Limited, C 2.5.4 Limited, C 2.8.1 Limited, C 2.8.5 Limited
OP 4.5.3**	Recommend Evacuation Policy and Procedures for the Joint Operations Area (JOA) C 2.1.3 Not completed, C 2.5.2 Limited, C 2.5.4 Limited, C 2.8.1 Limited, C 2.8.5 Limited
OP 4.5.4	Coordinate Recovery and Salvage C 2.8.5 Limited, C 2.8.1 Limited, C 2.7.1 Moderately Secure, C 2.1.1.2 Partial, C 2.3.2.4 Separated
OP 4.6	Build and Maintain Sustainment Bases in the Joint Operations Area (JOA) C 2.8.5 Limited, C 2.8.1 Limited, C 2.7.1 Moderately Secure, C 2.1.1.2 Partial, C 2.3.2.4 Separated
OP 4.6.1	Determine Number and Location of Sustaining Bases in the Joint Operations Area (JOA) C 2.5.4 Limited, C 2.8.1 Limited, C 2.8.5 Limited, C 2.5.4.2.1 Limited, C 2.3.1 Multinational, C 3.3.6.1 Limited
OP 4.6.2**	Provide Civil-Military Engineering C 2.1.3 Not completed, C 2.5.2 Limited, C 2.5.4 Limited, C 2.8.1 Limited, C 2.8.5 Limited
OP 4.6.3	Expand Capacity of PODs and Allocate Space in the Joint Operations Area (JOA) C 2.1.3 Not completed, C 2.5.2 Limited, C 2.5.4 Limited, C 2.8.1 Limited, C 2.8.5 Limited
OP 4.6.5	Provide for Real Estate Management C 2.1.3 Not completed, C 2.5.2 Limited, C 2.5.4 Limited, C 2.8.1 Limited, C 2.8.5 Limited
OP 4.6.6**	Manage Contracts and Contract Personnel C 2.1.3 Limited, C 2.8.5 Limited, C 2.3.1 Multinational, C 3.1 Mixed Support, C 3.1.2.4 Opposed C 3.1.2.2 Low, Unpredictable, C 3.3.2 Moderate C 2.1.1.2 Partial
OP 4.7**	Provide Politico-Military Support to Other Nations, Groups, and Government Agencies C 2.8.5 Limited, C 2.3.1.1 Partial
OP 4.7.1	Provide Security Assistance in the Joint Operations Area (JOA) C 2.3.1 Multinational, C 2.2.3 Adequate, C 3.1 Mixed Support, C 3.3.1.6 Moderate C 3.1.2.2 Low/Unpredictable, C 2.9.2 Conventional/Terrorist/Unconventional, Poss NBC, Economic
OP 4.7.2	Conduct Civil Military Operations in the Joint Operations Area (JOA) C 2.8.5 Limited, C 2.3.1.1 Partial, C 2.3.1.1 Partial
OP 4.7.3	Provide Support to DOD and Other Government Agencies C 2.8.5 Limited, C 2.3.1.1 Partial, C 2.3.1.1 Partial
OP 4.7.5	Coordinate Politico-Military Support

	C 2.8.5 Limited, C 2.3.1.1 Partial, C 2.3.1.1 Partial
OP 4.7.6	Coordinate Civil Affairs in the Joint Operations Area (JOA) C 2.1.3 Limited, C 2.8.5 Limited, C 2.2.6 Some, C 2.3.1 Multinational, C 2.2.3 Adequate, C 3.3.1.6 Moderate, C 3.3.6.1 Limited, C 3.1 Mixed Support, C 3.3.1.6 Moderate, C 2.1.1.2 Partial
OP 5	Provide Operational Command and Control C 2.2.5.2 Abundant, C 2.1.3 Limited, C 2.3.1.6 Continuous, C 2.3.1 Multinational, C 2.4.3 Growing, C 3.1.3.4 Moderate, C 2.1.1.4 Multinational, C 3.1.2.2 Low/Unpredictable, C 2.1.3 Negligible
OP 5.1*	Acquire and Communicate Operational-Level Information and Maintain Status C 2.2.6 Some, C 2.3.1.1 Partial, C 2.3.1.6 Intermittent, C 2.3.1.8 Restricted, C 3.3.6.2 Limited
OP 5.1.1*	Communicate Operational Information C 2.2.6 Some, C 2.3.1.1 Partial, C 2.3.1.6 Intermittent, C 2.3.1.8 Restricted, C 3.3.6.2 Limited
OP 5.1.2	Manage Means of Communicating Operational Information C 2.2.6 Some, C 2.3.1.1 Partial, C 2.3.1.6 Intermittent, C 2.3.1.8 Restricted, C 3.3.6.2 Limited
OP 5.1.3*	Determine Commander's Critical Information Requirements C 2.1.3 Limited, C 2.2.6 Some, C 2.2.3 Adequate, C 2.4.2 Adequate, C 2.4.3 Growing, C 2.4.5 Moderate, C 2.3.1.8 Restricted, C 2.7.3.2 Low, C 2.9.2 Conventional/Terrorist/Unconventional, Poss NBC
OP 5.1.4*	Maintain Operational Information and Force Status C 2.2.6 Some, C 2.3.1.1 Partial, C 2.3.1.6 Intermittent, C 2.3.1.8 Restricted, C 3.3.6.2 Limited
OP 5.1.5*	Monitor Strategic Situation C 2.2.6 Some, C 2.3.1.1 Partial, C 2.3.1.6 Intermittent, C 2.3.1.8 Restricted, C 3.3.6.2 Limited
OP 5.1.7	Coordinate Combat Camera Activities C 2.1.3 Limited, C 2.7.2 Local, C 2.6.4 Partial, C 2.4.3 Growing
OP 5.2*	Assess Operational Situation C 2.1.1 Minimal, C 2.3.1 Multinational, C 2.3.1.6 Continuous, C 2.4.3 Growing, C 2.4.4 Difficult, C 3.1.1.3 Correct
OP 5.2.1	Review Current Situation (Project Branches) C 2.3.1 Multinational, C 2.3.1.6 Continuous, C 2.4.3 Growing, C 2.4.4 Difficult, C 3.1.1.3 Correct
OP 5.2.2	Formulate Crisis Assessment C 2.3.1 Multinational, C 2.3.1.6 Continuous, C 2.4.3 Growing, C 2.4.4 Difficult, C 3.1.1.3 Correct
OP 5.2.3*	Project Future Campaigns and Major Operations (Sequels) C 2.3.1 Multinational, C 2.3.1.6 Continuous, C 2.4.3 Growing, C 2.4.4 Difficult, C 3.1.1.3 Correct
OP 5.3*	Prepare Plans and Orders C 2.1.1 Minimal, C 2.1.1.2 Partial, C 2.1.5.1 Moderate, C 2.2.3 Adequate, C 2.3.1.3 Moderate, C 2.3.1.4 Partial, C 2.3.1.8 Restricted, C 2.4.3 Growing, C 2.4.4 Difficult, C 2.9.2 Conventional/Terrorist/NBC C 3.1.3.3 Moderate
OP 5.3.1*	Conduct Operational Mission Analysis C 2.1.1 Minimal, C 2.1.1.2 Partial, C 2.1.5.1 Moderate, C 2.2.3 Adequate, C 2.3.1.3 Moderate, C 2.3.1.4 Partial, C 2.3.1.8 Restricted, C 2.4.3 Growing, C 2.4.4 Difficult, C 2.9.2 Conventional/Terrorist/NBC C 3.1.3.3 Moderate
OP 5.3.2*	Issue Planning Guidance C 2.1.1 Minimal, C 2.1.1.2 Partial, C 2.1.5.1 Moderate, C 2.2.3 Adequate, C 2.3.1.3 Moderate, C 2.3.1.4 Partial, C 2.3.1.8 Restricted, C 2.4.3 Growing, C 2.4.4 Difficult, C 2.9.2 Conventional/Terrorist/NBC C 3.1.3.3 Moderate
OP 5.3.3*	Determine Operational End State C 2.1.1 Minimal, C 2.1.1.2 Partial, C 2.1.5.1 Moderate, C 2.2.3 Adequate, C 2.3.1.3 Moderate, C 2.3.1.4 Partial, C 2.3.1.8 Restricted, C 2.4.3 Growing, C 2.4.4 Difficult, C 2.9.2 Conventional/Terrorist/NBC C 3.1.3.3 Moderate
OP 5.3.4	Develop Courses of Action/Prepare Staff Estimates C 2.1.1 Minimal, C 2.1.1.2 Partial, C 2.1.5.1 Moderate, C 2.2.3 Adequate, C 2.3.1.3 Moderate, C 2.3.1.4 Partial, C 2.3.1.8 Restricted, C 2.4.3 Growing, C 2.4.4 Difficult, C 2.9.2 Conventional/Terrorist/NBC

	C 3.1.3.3 Moderate
OP 5.3.5	Analyze Courses of Action C 2.1.1 Minimal, C 2.1.1.2 Partial, C 2.1.5.1 Moderate, C 2.2.3 Adequate, C 2.3.1.3 Moderate, C 2.3.1.4 Partial, C 2.3.1.8 Restricted, C 2.4.3 Growing, C 2.4.4 Difficult, C 2.9.2 Conventional/Terrorist/NBC C 3.1.3.3 Moderate
OP 5.3.6	Compare Courses of Action C 2.1.1 Minimal, C 2.1.1.2 Partial, C 2.1.5.1 Moderate, C 2.2.3 Adequate, C 2.3.1.3 Moderate, C 2.3.1.4 Partial, C 2.3.1.8 Restricted, C 2.4.3 Growing, C 2.4.4 Difficult, C 2.9.2 Conventional/Terrorist/NBC C 3.1.3.3 Moderate
OP 5.3.7	Select or Modify Courses of Action C 2.1.1 Minimal, C 2.1.1.2 Partial, C 2.1.5.1 Moderate, C 2.2.3 Adequate, C 2.3.1.3 Moderate, C 2.3.1.4 Partial, C 2.3.1.8 Restricted, C 2.4.3 Growing, C 2.4.4 Difficult, C 2.9.2 Conventional/Terrorist/NBC C 3.1.3.3 Moderate
OP 5.3.8	Issue Commander's Estimate C 2.1.1 Minimal, C 2.1.1.2 Partial, C 2.1.5.1 Moderate, C 2.2.3 Adequate, C 2.3.1.3 Moderate, C 2.3.1.4 Partial, C 2.3.1.8 Restricted, C 2.4.3 Growing, C 2.4.4 Difficult, C 2.9.2 Conventional/Terrorist/NBC C 3.1.3.3 Moderate
OP 5.3.9*	Prepare Campaign of Major Operations and Related Plans and Orders C 2.1.1 Minimal, C 2.1.1.2 Partial, C 2.1.5.1 Moderate, C 2.2.3 Adequate, C 2.3.1.3 Moderate, C 2.3.1.4 Partial, C 2.3.1.8 Restricted, C 2.4.3 Growing, C 2.4.4 Difficult, C 2.9.2 Conventional/Terrorist/NBC C 3.1.3.3 Moderate
OP 5.4*	Command Subordinate Operational Forces C 2.1.5.1 Moderate, C 2.3.1.1 Partial, C 2.3.1.2 Partial
OP 5.4.1	Approve Plans and Orders C 2.1.5.1 Moderate, C 2.3.1.1 Partial, C 2.3.1.2 Partial
OP 5.4.2	Issue Plans and Orders C 2.1.5.1 Moderate, C 2.3.1.1 Partial, C 2.3.1.2 Partial
OP 5.4.3*	Provide Rules of Engagement C 2.1.1 Minimal, C 2.1.1.4 Multinational, C 2.1.5.1 Moderate, C 2.3.1.1 Partial, C 2.3.1.2 Partial C 3.1.3.4 Moderate
OP 5.4.4*	Synchronize and Integrate Operations C 2.1.1.2 Partial, C 2.2.6 High, C 2.3.1.1 Partial, C 2.3.1.2 Partial, C 2.3.1.6 Continuous
OP 5.4.5	Coordinate/Integrate Components, Theater, and Other Support C 2.1.1.2 Partial, C 2.2.6 High, C 2.3.1.1 Partial, C 2.3.1.2 Partial, C 2.3.1.6 Continuous, C 2.3.2.4 Separated
OP 5.5*	Establish, Organize, and Operate a Joint Force Headquarters C 2.1.1 Minimal, C 2.3.1.2 Partial, C 2.1.5.1 Moderate, C 2.3.1.1 Partial, C 2.3.1.2 Poor, C 2.3.2.4 Separated
OP 5.5.1*	Develop a Joint Force Command and Control Structure C 2.1.1 Minimal, C 2.3.1.2 Partial, C 2.1.5.1 Moderate, C 2.3.1.1 Partial, C 2.3.1.2 Poor, C 2.3.2.4 Separated
OP 5.5.2*	Develop Joint Force Liaison Structure C 2.1.1 Minimal, C 2.3.1.2 Partial, C 2.1.5.1 Moderate, C 2.3.1.1 Partial, C 2.3.1.2 Poor, C 2.3.2.4 Separated
OP 5.5.3	Integrate Joint Force Staff Augmentees C 2.1.1 Minimal, C 2.1.1.2 Partial, C 2.1.5.1 Moderate, C 2.3.1.1 Partial, C 2.3.1.2 Poor
OP 5.5.4	Deploy Joint Force Headquarters Advance Element C 2.1.1 Minimal, C 2.1.1.2 Partial, C 2.1.5.1 Moderate, C 2.3.1.1 Partial, C 2.3.1.2 Poor, C 2.3.2.4 Separated
OP 5.5.5*	Establish Command Transition Criteria and Procedures C 2.1.1 Minimal, C 2.1.1.2 Partial, C 2.1.5.1 Moderate, C 2.3.1.1 Partial, C 2.3.1.2 Poor, C 2.3.2.4 Separated
OP 5.5.6	Establish or Participate in Task Forces C 2.1.5.1 Moderate, C 2.2.3 Adequate, C 2.3.1.1 Partial, C 2.3.1.2 Poor, C 2.3.1.6 Continuous, C 2.4.3 Growing C 2.7.3.2 Limited

OP 5.6**	Conduct Operational Information Operations (IO) C 2.1.5.1 Moderate, C 2.2.3 Adequate, C 2.3.1.1 Partial, C 2.3.1.2 Poor, C 2.3.1.6 Continuous, C 2.4.3 Growing C 2.7.3.2 Limited
OP 5.6.1	Integrate Operational Information Operations C 2.1.5.1 Moderate, C 2.2.3 Adequate, C 2.3.1.1 Partial, C 2.3.1.2 Poor, C 2.3.1.6 Continuous, C 2.4.3 Growing C 2.7.3.2 Limited
OP 5.6.3	Control IW Operations C 2.1.5.1 Moderate, C 2.2.3 Adequate, C 2.3.1.1 Partial, C 2.3.1.2 Poor, C 2.3.1.6 Continuous, C 2.4.3 Growing C 2.7.3.2 Limited
OP 5.7*	Coordinate and Integrate Joint/Multinational and Interagency Support C 2.1.1.2 Partial, C 2.1.5.1 Moderate, C 2.3.1.1 Partial, C 2.3.1.2 Poor, C 2.3.1.8 Restricted, C 2.3.1 English as Secondary
OP 5.7.4	Coordinate Plans With Non-DOD Organizations C 2.1.1 Minimal, C 2.1.1.2 Partial, C 2.3.1.1 Partial, C 2.3.1.2 Poor, C 2.3.1.8 Restricted
OP 5.7.5	Coordinate Host-Nation Support C 2.1.3 Limited, C 2.5.4 Limited, C 2.8.1 Limited, C 2.8.5 Limited, C 2.5.4.2.1 Limited, C 2.3.1 Multinational C 2.7.1 Moderately Secure, C 2.5.4.2.2 Limited, C 3.3.6.1 Limited, C 3.3.1.6 Moderate, C 2.1.1.2 Partial
OP 5.7.7	Coordinate Civil Administration Operations C 2.8.5 Limited, C 2.3.1 Multinational, C 2.7.1 Moderately Secure, C 3.3.6.1 Limited, C 3.1 Mixed Support C 3.1.2 Opposed, C 3.1.2.4 Opposed, C 3.3.1.6 Moderate, C 3.3.2 Moderate, C 3.1.1.3 Correct
OP 5.8*	Provide Public Affairs in the Joint Operations Area (JOA) C 2.2.6 Some, C 2.3.1.1 Partial, C 2.3.1.6 Intermittent, C 2.3.1.8 Restricted, C 3.3.6.2 Limited
OP 5.8.1	Manage Media Relations in the Joint Operations Area (JOA) C 2.2.5.2 Adequate, C 2.1.3 Limited, C 2.7.1 Moderately Secure, C 3.1 Mixed Support, C 3.3.1.6 Moderate
OP 5.8.2	Coordinate Command/Internal Information Programs in the Joint Operations Area (JOA) C 2.2.5.2 Adequate, C 2.1.3 Limited, C 2.7.1 Moderately Secure, C 3.1 Mixed Support, C 3.3.1.6 Moderate
OP 5.8.3	Conduct Community Relations Programs in the Joint Operations Area (JOA) C 2.2.5.2 Adequate, C 2.1.3 Limited, C 2.7.1 Moderately Secure, C 3.1 Mixed Support, C 3.3.1.6 Moderate
OP 6	Provide Operational Force Protection C 2.1.3 Limited, C 2.3.2.3 High, C 2.2.3 Adequate, C 2.4.3 Growing, C 2.7.2 General, C 2.7.4 Local
OP 6.1**	Provide Operational Air, Space, and Missile Defense C 2.1.3 Limited, C 2.3.2.3 High, C 2.2.3 Adequate, C 2.4.3 Growing, C 2.7.2 General, C 2.7.4 Local
OP 6.1.2	Integrate Joint/Multinational Operational Aerospace Defense C 2.1.3 Limited, C 2.3.2.3 High, C 2.2.3 Adequate, C 2.4.3 Growing, C 2.7.2 General, C 2.7.4 Local
OP 6.1.3*	Provide Airspace Control C 2.1.5.1 Short, C 2.2.5.4 Early, C 2.2.6 Some, C 2.3.1.8 Unrestricted on limited attacks, C 2.7.3.1 Sufficient
OP 6.1.3.1	Employ Positive Control Measures C 2.1.3 Limited, C 2.3.1.6 Intermittent, C 2.1.4 Medium, C 2.4.5 Moderate, C 2.1.1.2 Partial, C 2.9.2 Conventional/Terrorist/Unconventional Poss NBC
OP 6.1.3.2	Employ Procedural Control Measures C 2.1.3 Limited, C 2.3.1.6 Intermittent, C 2.1.4 Medium, C 2.4.5 Moderate, C 2.1.1.2 Partial, C 2.9.2 Conventional/Terrorist/Unconventional Poss NBC
OP 6.1.4	Counter Enemy Air Attack (Defensive Counterair (DCA)) in the Joint Operations Area (JOA) C 2.1.5.1 Short, C 2.2.5.4 Early, C 2.2.6 Some, C 2.3.1.8 Unrestricted on limited attacks, C 2.7.3.1 Sufficient
OP 6.1.5**	Conduct Joint Operations Area (JOA) Missile Defense C 2.1.5.1 Short, C 2.2.5.4 Early, C 2.2.6 Some, C 2.3.1.8 Unrestricted on limited attacks, C 2.7.3.1 Sufficient
OP 6.1.6	Conduct Tactical Warning and Attack Assessment in the Joint Operations Area (JOA) C 2.9.2 Conventional/Terrorist/Unconventional, Poss NBC, C 2.4.2 Adequate, C 2.4.5 Moderate, C 2.2.5.2 Limited, C 2.7.3.2 Low, C 2.4.6 Moderate

OP 6.2*	Provide Protection for Operational Forces, Means, and Noncombatants C 2.2.6 Some, C 2.3.1.1 Partial, C 2.3.1.6 Intermittent, C 2.3.1.8 Restricted, C 3.3.6.2 Limited
OP 6.2.3	Protect Use of Electronic Spectrum in the Joint Operations Area (JOA) C 2.1.5.1 Short, C 2.4.5 Marginal, C 2.9.2 Conventional, limited terrorist/economic, C 3.1.2.3 Limited
OP 6.2.4	Protect Use of the Acoustic Spectrum in Joint Operations Area (JOA) C 2.1.3 Limited, C 2.3.1 Multinational, C 2.4.3 Growing, C 2.2.5.1 Abundant, C 2.4.5 Moderate
OP 6.2.5*	Provide Positive Identification of Friendly Forces Within the Joint Operations Area (JOA) C 2.1.5.1 Short, C 2.4.5 Marginal, C 2.9.2 Conventional, limited terrorist/economic, C 3.1.2.3 Limited
OP 6.2.8**	Establish NBC Protection in the Joint Operations Area (JOA) C 2.1.3 Limited, C 2.4.6 Moderate, C 2.4.2 Adequate, C 2.6.1 Moderate, C 2.6.5 Good, C 2.6.7 High
OP 6.2.9.2	Provide Combat Search and Rescue C 2.4.5 Weak, C 2.9.2 Conventional, limited terrorist/economic, C 3.1.2.3 Limited
OP 6.2.10	Develop and Execute Actions to Control Pollution Hazardous Materials C 2.8.5 Limited, C 3.1.2.4 Opposed, C 3.1.1.3 Correct, C 2.3.1.3 Moderate
OP 6.3*	Protect Systems and Capabilities in the Joint Operations Area (JOA) C 2.2.5.2 Abundant, C 2.2.5.1 Abundant, C 2.4.2 Adequate, C 2.1.1.4 Multinational, C 2.1.4 Medium, C 2.9.2 Conventional/Terrorist/Unconventional/Poss NBC
OP 6.3.1	Employ Operations Security (OPSEC) in the Joint Operations Area (JOA) C 2.2.5.2 Abundant, C 2.2.5.1 Abundant, C 2.4.2 Adequate, C 2.1.1.4 Multinational, C 2.1.4 Medium, C 2.9.2 Conventional/Terrorist/Unconventional/Poss NBC
OP 6.3.2	Supervise Communications Security (COMSEC) C 2.3.1.3 Limited, C 2.3.1.6 Continuous, C 2.3.1 Multinational, C 2.2.5.1 Abundant, C 2.2.5.2 Limited
OP 6.3.3	Employ Theater Electronics Security in the Joint Operations Area (JOA) for Operational Forces C 2.1.5.1 Short, C 2.4.5 Marginal, C 2.9.2 Conventional, limited terrorist/economic, C 3.1.2.3 Limited
OP 6.3.4	Protect Information Systems in Theater of Operations/JOA C 2.2.5.2 Limited, C 2.4.5 Weak, C 3.1.1.5 Cooperative, C 3.3.6.2 Moderate
OP 6.4	Conduct Military Deception in Support of Subordinate Campaigns and Major Operations C 1.3.3.4 Minor, C 2.2.5.2 Limited, C 2.4.5 Weak, C 3.1.1.5 Cooperative, C 3.3.6.2 Moderate
OP 6.4.1	Develop Operational Deception Plan C 1.3.3.4 Minor, C 2.2.5.2 Limited, C 2.4.5 Weak, C 3.1.1.5 Cooperative, C 3.3.6.2 Moderate
OP 6.5*	Provide Security for Operational Forces and Means C 2.2.5.2 Limited, C 2.4.5 Weak, C 3.1.1.5 Cooperative, C 3.3.6.2 Moderate
OP 6.5.1**	Provide Counterreconnaissance in the Joint Operations Area (JOA) C 2.2.5.2 Limited, C 2.4.5 Weak, C 3.1.1.5 Cooperative, C 3.3.6.2 Moderate
OP 6.5.2**	Protect and Secure Flanks, Rear Areas, and COMMZ in the Joint Operations Area (JOA) C 2.2.5.2 Limited, C 2.4.5 Weak, C 3.1.1.5 Cooperative, C 3.3.6.2 Moderate
OP 6.5.3*	Protect/Secure Operationally Critical Installations, Facilities, and Systems C 2.2.5.2 Limited, C 2.4.5 Weak, C 3.1.1.5 Cooperative, C 3.3.6.2 Moderate
OP 6.5.4*	Protect and Secure, Air, Land, and Sea LOCs in the Joint Operations Area (JOA) C 2.2.5.2 Limited, C 2.4.5 Weak, C 3.1.1.5 Cooperative, C 3.3.6.2 Moderate
OP 6.5.5**	Integrate Host-Nation Security Forces and Means C 2.1.3 Limited, C 2.8.5 Limited, C 2.2.6 Some, C 2.3.1 Multinational, C 3.1 Mixed Support, C 3.1.1.6 Moderate C 2.9.2 Conventional/Terrorist/Unconventional Poss NBC

ANNEX C TO ENCLOSURE G

UNITED STATES JOINT FORCES COMMAND CATEGORY 2
TRAINING JOINT MISSION ESSENTIAL TASK LIST
JOINT/INTEROPERABILITY TACTICAL TASKS

USJFCOM will maintain a crosswalk between joint interoperability tasks and Service tasks to identify the linkages between joint and Service training. For the next update of the UJTL, USJFCOM, in coordination with the Services, will work to display the hierarchical relationship between operational-level tasks and the Services' tactical level using the hierarchy developed for joint interoperability tasks.

a. US Army Tasks

- (1) US Army Tactical Missions (ATM)
- (2) US Army Tasks (ART)

b. Naval Tasks (NTA)

c. US Air Force Tasks (AFT)

TA 1 DEPLOY/CONDUCT MANEUVER

TA 1.1 Position/Reposition Tactical Forces

AFT 6.4.1	Position the Force
ART 1.2	Conduct Tactical Maneuver
NTA 1.1.2	Move Forces

TA 1.1.1 Conduct Tactical Airlift Operations

AFT 5.1.1	Perform Airlift
ATM 7.1	Conduct Airborne Assault into area of operations (AO)
ATM 7.2	Conduct Air Assault into AO
ART 4.3.3.2	Move by Air
NTA 4.6.6	Provide Air Delivery

TA 1.1.2 Conduct Shipboard Deck Helicopter Landing Qualifications

AFT 6.1.1.13	Train a Quality Force
NTA 1.1.2	Move Forces

TA 1.1.3 Conduct Infiltration/Exfiltration of Special Operations Forces (SOF)

AFT 4.4.1	Perform SOF Employment Functions
ART 1.2.3.5	Conduct an Infiltration/Exfiltration

TA 1.1.4 Conduct Sea and Air Deployment Operations

AFT 6.4.1.1	Deploy Forces
AFT 6.4.1	Position the Force
ART 1.1	Perform Tactical Actions Associated With Force Projection and Deployment
ART 4.3.2	Conduct Terminal Operations
ART 4.3.3.2	Move by Air
ART 4.3.3.3	Conduct Water Transport Operations
NTA 1.1	Deploy Naval Tactical Forces

TA 1.2 Conduct Joint Forces Passage of Lines

ATM 6.3	Conduct Passage of Lines
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TA 1.2.1 Conduct Joint Air Assault Operations

AFT 4.2.1	Perform Counterland Functions
ATM 7.2	Conduct Air Assault Into AO

TA 1.2.2 Conduct Joint Airborne Operations

AFT 4.2.1.3	Conduct Airborne Operations
ATM 7.1	Conduct Airborne Assault Into AO

TA 1.2.3 Conduct Joint Amphibious Assault and Raid Operations

AFT 4.2.1.4	Support Amphibious Operations Functions
ATM 7.3	Conduct Amphibious Assault into Area of Operations
ATM 1.2.6	Conduct a Raid
NTA 1.5.6.4	Conduct an Amphibious Raid
NTA 1.5.6.2	Conduct an Amphibious Assault

TA 1.2.4 Conduct Counterdrug Operations

AFT 4.4.1	Perform SOF Employment Functions
AFT 6.5.1.4	Support External Organizations
ATM 3.3	Support to Counterdrug Operations
ATM 4.1.1	Provide Military Support for Civilian Law Enforcement Agencies (MSCLEA)
ART 5.7.2.2	Provide Law and Order
NTA 1.4.7	Conduct Maritime Counterdrug Operations

TA 1.3 Conduct Countermine Operations

AFT 6.2.1	Protect the Force
ART 1.3.1	Overcome Barriers/Obstacles/Mines
NTA 1.3.1	Perform Mine Countermeasures

TA 1.4 Conduct Mine Operations

AFT 4.3.1.3	Conduct Aerial Minelaying Operations
ART 1.4	Conduct Countermobility Operations (Disrupt, Fix, Turn, and Block)
NTA 1.4.1	Conduct Mining

TA 1.5 Gain/Maintain Control of Land Areas

AFT 4.2.1	Perform Counterland Functions
ATM 1.0	Conduct Offensive Action
ATM 2.0	Conduct Defensive Actions
NTA 1.5	Dominate the Combat Area

TA 1.5.1 Gain and Maintain Maritime Superiority

AFT 4.3.1	Perform Countersea Functions
NTA 1.5	Dominate the Combat Area

TA 1.5.2 Gain and Maintain Air Superiority

AFT 1.1.1	Perform Counterair Functions
ART 6.1	Conduct Tactical Air/Missile Defense
NTA 1.5	Dominate the Combat Area

TA 2 DEVELOP INTELLIGENCE

TA 2.1 Develop Tactical Intelligence Requirements (IR)

AFT 3.1.4	Plan Information Operations Functions
ART 5.4.3	Develop CCIR Recommendations
ART 2.1.1	Conduct Collection Management/Plan Reconnaissance and Surveillance
NTA 2.1.1	Determine and Prioritize Priority Requirements (PIR)
NTA 2.1.2	Determine and Prioritize IR

TA 2.2 Obtain and Access Intelligence Information (National/Theater/Service Assets)

AFT 7.1.1	Receive, Maintain, Integrate, and Display Data From all Sources
ART 2.2	Collect Intelligence
NTA 2.2	Collect Information

TA 2.3 Process Tactical Warning Information and Attack Assessment

AFT 7.2.1	Determine and Assess the Nature and Impact of Critical Events
ART 2.3.3	Provide Indications and Warnings
NTA 2.4.4.1	Provide Indication and Warning of Threat

TA 2.4 Disseminate Tactical Warning Information and Attack Assessment

AFT 7.2.1	Determine and Assess the Nature and Impact of Critical Events
ART 5.2.5	Disseminate Common Operational Picture and Execution Information to Higher, Lower, Adjacent, Supported, and Supporting Organizations
NTA 2.5	Disseminate and Integrate Intelligence

TA 2.5 Conduct Joint Tactical Combat Assessments

AFT 7.2.3	Assess Friendly and Nonfriendly Operations and Results
ART 5.3.3	Provide Combat Assessment
NTA 2.4.5	Provide Battle Damage Assessment
NTA 3.1.5	Conduct Tactical Combat Assessment

TA 3 EMPLOY FIREPOWER

TA 3.1 Process Targets

AFT 7.3	Plan Military Operations
ART 3.1	Decide Surface Targets to Attack
ART 3.2	Detect and Locate Surface Targets
ART 3.3	Employ Fires to Influence the Will, Destroy, Neutralize, or Suppress Enemy Forces
ART 5.3.3.3	Provide Reattack Recommendation
ART 5.4.4	Establish Target Priorities
ART 5.6.4	Synchronize Actions to Produce Maximum Effective Application of Military Power
NTA 3.1	Process Targets

TA 3.1.1 Request Joint Fire Support

AFT 7.4.2	Disseminate Information
ART 3.3.1	Conduct Lethal Fire Support
ART 3.3.1.1	Conduct Surface to Surface Attack
ART 3.3.1.2	Conduct Air-to-Surface Attack
ART 3.3.1.3	Conduct Naval Surface Fire Support
ART 5.4.2	Integrate Requirements and Capabilities
NTA 3.1.1	Request Attack

TA 3.2 Engage Targets

AFT 2.1.1	Perform Lethal Precision Engagement Functions
ART 1.2.2	Conduct Direct Fires
ART 3.3.1	Conduct Lethal Fire Support
ART 3.3.2	Conduct Nonlethal Fire Support/Offensive Information Operations
NTA 3.2	Attack Targets
NTA 3.2.8.1	Engage Targets

TA 3.2.1 Conduct Joint Fire Support

AFT 4.2.1.2	Conduct Close Air Support (CAS)
ART 3.3	Conduct Fire Support
ART 3.3.1	Conduct Lethal Fire Support
ART 3.3.1.1	Conduct Surface-to-Surface Attack
ART 3.3.1.2	Conduct Air-to-Surface Attack
ART 3.3.1.3	Conduct Naval Surface Fire Support (NSFS)
NTA 3.2.8	Conduct Fire Support
NTA 5.4.3.3	Coordinate NSFS

TA 3.2.2 Conduct Joint Close Air Support

AFT 4.2.1.2	Conduct CAS
ART 3.3.1.2	Conduct Air-to-Surface Attack
ART 3.3.1.2.1	Request Air-to-Surface Attack
ART 3.3.1.2.2	Employ CAS
NTA 3.2.8	Conduct Fire Support

TA 3.2.3 Conduct Joint Interdiction Operations

AFT 4.2.1.1	Interdict Enemy Land Power
AFT 4.3.1.1	Interdict Enemy Sea Power
ART 3.3.1.2	Conduct Air-to-Surface Attack
ART 3.3.1.2.1	Request Air-to-Surface Attack
ART 3.3.1.2.3	Employ Air Interdiction
NTA 3.2.6	Interdict Enemy Operational Forces/Targets

TA 3.2.4 Conduct Joint Suppression of Enemy Air Defenses

AFT 1.1.1.1	Conduct Offensive Counterair
AFT 1.1.1.2	Conduct Defensive Counterair
ART 3.4	Conduct Suppression of Enemy Air Defenses
ART 6.2.1.8	Conduct Suppression of Enemy Air Defenses (SEAD)
NTA 3.2.4	Suppress Enemy Air Defenses (SEAD)

TA 3.2.5 Strategic Attack

AFT 4.1.1	Perform Strategic Attack
NTA 3.2.2	Attack Enemy Land Targets

TA 3.2.6 Conduct Joint Attacks Using Nonlethal Means

AFT 2.2.1	Perform Nonlethal Precision Engagement Functions
ART 3.3.2	Conduct Nonlethal Fire Support/Offensive Information Operations
NTA 3.2.9	Conduct Nonlethal Engagement

TA 3.2.7 Conduct Air and Missile Defense Operations

AFT 1.1.1.2	Conduct Defensive Counterair
ART 6.1	Conduct Tactical Air/Missile Defense
NTA 3.2.7	Intercept, Engage, and Neutralize Enemy Aircraft and Missile Targets

TA 3.3 Coordinate Maneuver and Integrate With Firepower.

AFT 6.5.4	Plan to Employ the Force
ART 5.6.4	Synchronize Actions to Produce Maximum Effective Application of Military Power
NTA 5.4.3	Synchronize Tactical Operations and Integrate Maneuver With Firepower

TA 3.4 Integrate Joint Tactical Firepower

AFT 7.4	Execute Military Operations
ART 5.4.2	Integrate Requirements and Capabilities
NTA 3.3	Integrate Tactical Fires

TA 4 PERFORM LOGISTICS AND COMBAT SERVICE SUPPORT

TA 4.1 Conduct Land-Based Intermediate Support Base Operations

AFT 6.4.1.4	Position En Route Support
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TA 4.2 Distribute Supplies and Provide Transport Services

AFT 6.6.1	Sustain the Force
ART 4.1	Provide Supplies
ART 4.3	Provide Transportation Support
NTA 4.5	Provide Transport Services
NTA 4.6	Supply the Force

TA 4.2.1 Arm

AFT 6.1.1.6	Provide Munitions
ART 4.1.5	Provide Arms (Class V)
NTA 4.1	Arm

TA 4.2.2 Fuel

AFT 6.1.1.8	Provide Repairables and Consumables
ART 4.1.3	Provide Petroleum, Oil, and Lubricants (POL) (Class III Bulk and Package)
NTA 4.2	Fuel

TA 4.2.3 Conduct Joint Air Refueling Operations

AFT 5.2.1	Perform Air Refueling
ART 4.1.3.4	Conduct Aerial Refueling
NTA 4.2.1.2	Conduct Aerial Refueling

TA 4.2.4 Conduct Joint Forward Area Refueling Operations

AFT 5.2.1	Perform Air Refueling
ART 4.1.3.1	Provide Bulk Fuel
ART 4.1.13	Conduct Forward Arm and Refuel Point (FARP) Activities
NTA 4.2.1	Conduct Fuel Management

TA 4.3 Man the Force

AFT 6.1.1.15	Maintain and Enhance a Quality Force
ART 4.6.1	Man the Force
NTA 4.4.1.1	Provide Personnel Readiness Management

TA 4.4 Conduct Joint Logistics Over-the-Shore (LOTS) Operations

ART 4.7.3	Move/Evacuate Cargo, Equipment, and Personnel
ART 4.3.3	Conduct Mode Operations
NTA 4.5.6	Construct, Maintain, and Operate LOTS

TA 4.5 Perform Civil Military Engineering Support

AFT 6.6.1.6	Perform Civil Engineering Support
ART 4.11	Provide General Engineering Support
NTA 4.7	Perform Civil-Military Engineering Support

TA 4.6 Conduct Joint Civil Affairs

AFT 3.1.1.1.7	Perform Public Affairs Activities
ART 4.15	Conduct Civil-Military Operations (CMO) in AO
NTA 4.8	Conduct Civil Affairs in Area

TA 5 EXERCISE COMMAND AND CONTROL

TA 5.1 Acquire and Communicate Information and Maintain Status and Force Reporting

AFT 7.1.1	Receive, Maintain, Integrate and Display Data From all Sources
ART 5.2	Manage Tactical Information
ART 5.3	Assess Tactical Situation and Operations

TA 5.2 Process Emergency Action Messages

AFT 7.4.2	Disseminate Information
ART 5.2.5	Disseminate Common Operational Picture and Execution Information to Higher, Lower, Adjacent, Supported, and Supporting Organizations
NTA 5.1.1	Communicate Information
NTA 5.1.1.1.2	Provide Communication for Own Unit

TA 5.2.1 Establish, Operate, and Maintain Baseline Communications

AFT 6.6.1.2	Perform Communications and Information Support Activities
AFT 7.1.1	Receive, Maintain, Integrate, and Display Data From all Sources
ART 5.2.1.4	Establish a Tactical Information Network and Systems
NTA 5.1	Acquire, Analyze, Communicate Information, and Maintain Status
NTA 5.1.1.1.1	Maintain Data Link/Interunit Communications

TA 5.2.2 Operate Baseline Communications

AFT 6.3.1.1.4	Determine Communications Capability
ART 5.2.1.4	Establish a Tactical Information Network and Systems
NTA 5.1.2	Manage Means of Communicating Information

TA 5.3 Conduct Force Deployment Planning and Execution and Integrate With JOPEs

AFT 7.1.1	Receive, Maintain, Integrate, and Display Data From all Sources
ART 5.2	Manage Tactical Information
ART 5.3	Assess Tactical Situation and Operations
NTA 5.1.3	Maintain Information and Naval Force Status

TA 5.4 Determine Actions

AFT 7.3.3	Develop Potential Course of Actions (COAs)/Plans
ART 5.3	Assess Tactical Situation and Operations
ART 5.4	Plan Tactical Operations Using the Military Decision Making Process/Troop Leading Procedures
NTA 5.3	Determine and Plan Actions and Operations

TA 5.5 Direct and Lead Subordinate Forces

AFT 7.4	Execute Military Operations
ART 5.5	Prepare for Tactical Operations
ART 5.6	Execute Tactical Operations
ART 5.7	Support Commander's Leadership Responsibilities for Morale, Welfare, and Discipline
ART 5.8	Conduct Continuous Operations
ART 5.9	Develop and Implement Command Safety Program
NTA 5.4	Direct, Lead, and Synchronize Forces

TA 5.5.1 Conduct Joint Force Link-Up Operations

AFT 7.4	Execute Military Operations
ATM 6.2	Conduct Link Up With Other Tactical Forces
NTA 5.4.3	Synchronize Tactical Operations and Integrate Maneuver With Firepower

TA 5.6 Employ Tactical Information Operations

AFT 3.1.1.2	Perform Information Warfare Functions
ART 3.3.2	Conduct Nonlethal Fire Support/Offensive Information Operations
ART 6.4	Conduct Defensive Information Operations
NTA 5.5	Plan and Employ C2W

TA 6 PROTECT THE FORCE

TA 6.1 Conduct Antiterrorism Operations

AFT 4.4.1	Perform SOF Employment Functions
ATM 3.2.2	Conduct Antiterrorism Activities
NTA 6.1.6	Combat Terrorism

TA 6.2 Conduct Joint Search and Rescue Operations

AFT 2.3.1	Perform Combat Search and Rescue (CSAR) Functions
ATM 5.27	Conduct CSAR
NTA 6.2.2	Perform CSAR
NTA 6.2.3	Perform Search and Rescue (SAR)

TA 6.2.1 Establish and Operate a Joint Search and Rescue Center

AFT 2.3.1	Perform CSAR Functions
ART 5.1	Establish Command Post (CP) Operations (TAC/MAIN/Sustainment/Combat Trains/Field Trains/Assault CP/Coordinating Centers)
NTA 6.2.2	Perform CSAR
NTA 6.2.3	Perform SAR

TA 6.3 Conduct Joint Rear Area Security Operations

AFT 6.2.1.2	Perform force Protection
ATM 6.1.4	Conduct Area Security Operations
NTA 6.3.1.1	Establish and Maintain Rear Area Security

TA 6.4 Conduct Noncombatant Evacuation Operations

AFT 5.1.1	Perform Airlift
ATM 3.5	Perform Noncombatant Evacuation Operations (NEO)
NTA 6.2.1	Evacuate Noncombatants From Area

TA 6.4.1 Establish and Operate Joint Evacuation Control Center

AFT 2.3.1	Perform CSAR Functions
ART 5.1	Establish CP Operations (TAC/MAIN/Sustainment/Combat Trains/Field Trains/Assault CP/Coordinating Centers)
NTA 6.2.1	Evacuate Noncombatants From Area

TA 6.5 Provide for Combat Identification

AFT 7.1.4	Monitor Status of Friendly Forces
ART 6.2.1.4	Provide Positive Identification of Friendly Forces
NTA 6.1.1.3	Positively Identify Friendly Forces

TA 6.6 Coordinate Chemical and Biological Defense

AFT 6.2.1	Protect the Force
ART 5.4	Plan Tactical Operations Using the Military Decision Making Process/Troop Leading Procedures
ART 5.5	Prepare for Tactical Operations
ART 5.6	Execute Tactical Operations
ART 6.2.2	Conduct Nuclear, Biological, and Chemical (NBC) Defense
NTA 6.1.1.1	Protect Individuals and Systems

TA 6.7 Guard Nuclear Weapons

AFT 6.2.1	Protect the Force
ART 6.3.2	Conduct Critical Installations and Facilities Security
NTA 6.1.1.1	Protect Individuals and Systems

APPENDIX D TO ENCLOSURE G

APPLICABLE JOINT FORCE AIR COMPONENT COMMANDER/
JOINT AIR OPERATIONS CENTER UNIVERSAL
JOINT TASK LIST-DERIVED TASKS

Applicable JFACC/JAOC UJTL-Derived Tasks	
ST 3.2.1	Conduct Lethal Attack on Theater Strategic Targets/Target Sets Using Lethal Means C 2.5.4.2 Abundant, C 2.5.4.2.2 Limited
ST 3.2.2	Conduct Nonlethal Attack on Theater Strategic Targets/Target Sets Using Nonlethal Means C 2.2.5.2 Abundant, C 2.3.1.3 Limited
OP 1.1.2.1	Conduct Airlift Operations in the Joint Operations Area (JOA) ¹ C 2.5.2 Limited, C 2.8.1 Limited, C 2.8.5 Limited, C 2.3.1 Multinational, C 2.1.4 Large
OP 1.1.2.2	Conduct Air Refueling Operations ¹ C 2.1.3 Not completed, C 2.5.2 Limited, C 2.5.4 Limited, C 2.8.1 Limited, C 2.8.5 Limited
OP 1.5.3	Gain and Maintain Air Superiority in the Joint Operations Area (JOA) C 2.9.5.2 Low, C 2.3.1.2 Partial, C 2.2.3 Marginal, C 2.1.1.4 Multinational
OP 1.6	Conduct Patient Evacuation
OP 2.1.1	Determine and Prioritize Operational Priority Intelligence Requirements (PIR) C 2.1.3 Negligible, C 2.1.4.3 Large, C 2.2.5.2 Abundant, C 2.3.1.8 Restricted, C 2.4.5 Moderate
OP 2.1.2	Determine and Prioritize Operational Information Requirements (IR) C 2.1.3 Negligible, C 2.1.4.3 Large, C 2.2.5.2 Abundant, C 2.3.1.8 Restricted, C 2.4.5 Moderate
OP 2.1.3	Prepare Operational Collection Plan C 2.1.3 Negligible, C 2.1.4.3 Large, C 2.2.5.2 Abundant, C 2.3.1.8 Restricted, C 2.4.5 Moderate
OP 2.2.1	Collect Information on Operational Situation C 2.1.3 Negligible, C 2.1.4.3, Large, C 2.2.5.2, Abundant, C 2.3.1.8 Restricted, C 2.4.5 Moderate, C 2.7.3.2 Low
OP 2.2.3	Collect and Assess Meteorological and Oceanographic (METOC) Operational Data C 2.1.3 Negligible, C 2.1.4.3, Large, C 2.2.5.2, Abundant, C 2.3.1.8 Restricted, C 2.4.5 Moderate, C 2.7.3.2 Low
OP 2.2.4	Collect Target Information C 2.1.3 Negligible, C 2.1.4.3, Large, C 2.2.5.2, Abundant, C 2.3.1.8 Restricted, C 2.4.5 Moderate, C 2.7.3.2 Low
OP 2.4.1	Evaluate, Integrate, Analyze, and Interpret Operational Information C 2.1.3 Negligible, C 2.1.4.3, Large, C 2.2.5.2, Abundant, C 2.3.1.8 Restricted, C 2.4.5 Moderate, C 2.7.3.2 Low, C 2.7.2 Local
OP 2.4.2.2	Provide Current Intelligence for the Joint Operations Area (JOA) C 2.1.3 Negligible, C 2.2.5.2 Abundant, C 2.3.1.1 Partial, C 2.3.1.2 Partial, C 2.3.1.8 Restricted
OP 2.4.2.3	Provide General Military Intelligence for the Joint Operations Area (JOA) C 2.1.3 Negligible, C 2.2.5.2 Abundant, C 2.3.1.1 Partial, C 2.3.1.2 Partial, C 2.3.1.8 Restricted
OP 2.4.2.4	Provide Target Intelligence for the Joint Operations Area (JOA) C 2.1.3 Negligible, C 2.2.5.2 Abundant, C 2.3.1.1 Partial, C 2.3.1.2 Partial, C 2.3.1.8 Restricted
OP 3.1	Conduct Joint Force Targeting C 2.1.3 Negligible, C 2.6.1 Moderate, C 2.6.5 Good, C 3.1.3.3 Moderate, C 2.4.3 Adequate, C 2.4.4 Growing
OP 3.1.1	Establish Joint Force Targeting Guidance C 2.1.3 Negligible, C 2.6.1 Moderate, C 2.6.5 Good, C 3.1.3.3 Moderate, C 2.4.3 Adequate, C 2.4.4 Growing
OP 3.1.2	Apportion Joint/Multinational Operational Firepower Resources

¹ Note 1: This task is not in the UJTL version 4.0 and will be added to the next UJTL.

	C 2.1.3 Negligible, C 2.6.1 Moderate, C 2.6.5 Good, C 3.1.3.3 Moderate, C 2.4.3 Adequate, C 2.4.4 Growing
OP 3.1.3	Develop Operational Targets C 2.1.3 Negligible, C 2.6.1 Moderate, C 2.6.5 Good, C 3.1.3.3 Moderate, C 2.4.3 Adequate, C 2.4.4 Growing
OP 3.1.4	Develop High-Payoff and High-Value Targets C 2.1.3 Negligible, C 2.6.1 Moderate, C 2.6.5 Good, C 3.1.3.3 Moderate, C 2.4.3 Adequate, C 2.4.4 Growing
OP 3.1.5	Publish Air Tasking Order(s) (ATO) C 2.1.3 Negligible, C 2.6.1 Moderate, C 2.6.5 Good, C 3.1.3.3 Moderate, C 2.4.3 Adequate, C 2.4.4 Growing
OP 3.1.6.1	Assess Battle Damage on Operational Targets C 2.1.3 Negligible, C 2.6.1 Moderate, C 2.6.5 Good, C 3.1.3.3 Moderate, C 2.4.3 Adequate, C 2.4.4 Growing
OP 3.1.6.2	Assess Munitions Effects on Operational Targets
OP 3.1.6.3	Assess Reattack Requirement
OP 3.2	Attack Operational Targets C 2.6.1 Good, C 2.6.6 Moderate
OP 3.2.1	Provide Close Air Support Integration for Surface Forces
OP 3.2.2	Conduct Nonlethal Attack on Operational Targets using Nonlethal Means C 2.1.1 Restricted, C 2.2.3 Adequate, C 2.7.2 Local, C 2.6.7 High, C 1.1 Moderately Developed, C 1.2 Coastal
OP 3.2.2.1	Employ PYSOP in the Joint Operations Area (JOA) C 2.1.1 Restricted, C 3.1.2 Opposed, C 2.2.3 Adequate, C 2.7.2 Local, C 1.1 Moderately Developed, C 3.1.2.2 Moderate, C 3.1.2.4 Moderately Opposed
OP 3.2.2.2	Employ Electronic Attack (EA) in the Joint Operations Area (JOA) C 2.1.1 Restricted, C 2.2.6 High, C 2.6.5 High, C 2.7.2 Local, C 2.6.7 High, C 1.1 Moderately Developed, C 1.2 Coastal, C 2.2.3 Adequate,
OP 3.2.2.3	Employ Information Attack in the Joint Operations Area (JOA) C 2.2.5.2 Abundant, C 2.3.1.6 Continuous, C 2.2.6 Some, C 2.4.6 Moderate, C 2.6.4 Partial, C 2.4.2 Adequate C 2.4.3 Growing, C 3.1.2.4 Opposed, C 3.1.3.3 Moderate, C 2.3.1.3 Conventional/Terrorist/Poss NBC, C 1.3.3.4 Minor, C 2.2.5.2 Limited
OP 3.2.2.4	Conduct Nonlethal Attack on Personnel, Equipment, and Installations Using Nonlethal Means C 2.2.5.2 Abundant, C 2.3.1.6 Continuous, C 2.2.6 Some, C 2.4.6 Moderate, C 2.6.4 Partial, C 2.4.2 Adequate C 2.4.3 Growing, C 3.1.2.4 Opposed, C 3.1.3.3 Moderate, C 2.3.1.3 Conventional/Terrorist/Poss NBC, C 1.3.3.4 Minor, C 2.2.5.2 Limited
OP 3.2.3	Attack Aircraft and Missiles (Offensive Counterair (OCA))
OP 3.2.4	Suppress Enemy Air Defenses C 2.1.1 Restricted, C 2.2.6 High, C 2.6.5 High, C 2.7.2 Local, C 2.6.7 High, C 1.1 Developed, C 2.2.3 Adequate
OP 3.2.5.1	Conduct Air Interdiction of Operational Forces/Targets
OP 3.2.6	Provide Firepower in Support of Operational Maneuver
OP 3.2.7	Synchronize Operational Firepower C 2.1.1 Restricted, C 2.2.6 High, C 2.6.5 High, C 2.6.7 High, C 2.7.2 Local, C 1.1 Developed, C 1.2 Coastal, C 2.2.3 Adequate
OP 5.1.1	Communicate Operational Information C 2.2.6 Some, C 2.3.1.1 Partial, C 2.3.1.6 Intermittent, C 2.3.1.8 Restricted, C 3.3.6.2 Limited
OP 5.1.2	Manage Means of Communicating Operational Information C 2.2.6 Some, C 2.3.1.1 Partial, C 2.3.1.6 Intermittent, C 2.3.1.8 Restricted, C 3.3.6.2 Limited
OP 5.1.4	Maintain Operational Information and Force Status C 2.2.6 Some, C 2.3.1.1 Partial, C 2.3.1.6 Intermittent, C 2.3.1.8 Restricted, C 3.3.6.2 Limited
OP 5.1.6	Preserve Historical Documentation of Joint/Combined Operations or Campaigns C 2.2.6 Some, C 2.3.1.1 Partial, C 2.3.1.6 Intermittent, C 2.3.1.8 Restricted, C 3.3.6.2 Limited
OP 5.2.1	Review Current Situation (Project Branches) C 2.3.1 Multinational, C 2.3.1.6 Continuous, C 2.4.3 Growing, C 2.4.4 Difficult, C 3.1.1.3 Correct
OP 5.2.2	Formulate Crisis Assessment C 2.3.1 Multinational, C 2.3.1.6 Continuous, C 2.4.3 Growing, C 2.4.4 Difficult, C 3.1.1.3 Correct
OP 5.2.3	Project Future Campaigns and Major Operations (Sequels) C 2.3.1 Multinational, C 2.3.1.6 Continuous, C 2.4.3 Growing, C 2.4.4 Difficult, C 3.1.1.3 Correct

OP 5.3.1	Conduct Operational Mission Analysis C 2.1.1 Minimal, C 2.1.1.2 Partial, C 2.1.5.1 Moderate, C 2.2.3 Adequate, C 2.3.1.3 Moderate, C 2.3.1.4 Partial, C 2.3.1.8 Restricted, C 2.4.3 Growing, C 2.4.4 Difficult, C 2.9.2 Conventional/Terrorist/NBC, C 3.1.3.3 Moderate
OP 5.3.2	Issue Planning Guidance C 2.1.1 Minimal, C 2.1.1.2 Partial, C 2.1.5.1 Moderate, C 2.2.3 Adequate, C 2.3.1.3 Moderate C 2.3.1.4 Partial, C 2.3.1.8 Restricted, C 2.4.3 Growing, C 2.4.4 Difficult, C 2.9.2 Conventional/Terrorist/NBC C 3.1.3.3 Moderate
OP 5.3.4	Develop Courses of Action/Prepare Staff Estimates C 2.1.1 Minimal, C 2.1.1.2 Partial, C 2.1.5.1 Moderate, C 2.2.3 Adequate, C 2.3.1.3 Moderate, C 2.3.1.4 Partial, C 2.3.1.8 Restricted, C 2.4.3 Growing, C 2.4.4 Difficult, C 2.9.2 Conventional/Terrorist/NBC C 3.1.3.3 Moderate
OP 5.3.5	Analyze Courses of Action C 2.1.1 Minimal, C 2.1.1.2 Partial, C 2.1.5.1 Moderate, C 2.2.3 Adequate, C 2.3.1.3 Moderate, C 2.3.1.4 Partial, C 2.3.1.8 Restricted, C 2.4.3 Growing, C 2.4.4 Difficult, C 2.9.2 Conventional/Terrorist/NBC C 3.1.3.3 Moderate
OP 5.3.6	Compare Courses of Action C 2.1.1 Minimal, C 2.1.1.2 Partial, C 2.1.5.1 Moderate, C 2.2.3 Adequate, C 2.3.1.3 Moderate, C 2.3.1.4 Partial, C 2.3.1.8 Restricted, C 2.4.3 Growing, C 2.4.4 Difficult, C 2.9.2 Conventional/Terrorist/NBC C 3.1.3.3 Moderate
OP 5.3.7	Select or Modify Courses of Action C 2.1.1 Minimal, C 2.1.1.2 Partial, C 2.1.5.1 Moderate, C 2.2.3 Adequate, C 2.3.1.3 Moderate, C 2.3.1.4 Partial, C 2.3.1.8 Restricted, C 2.4.3 Growing, C 2.4.4 Difficult, C 2.9.2 Conventional/Terrorist/NBC C 3.1.3.3 Moderate
OP 5.3.8	Issue Commander's Estimate C 2.1.1 Minimal, C 2.1.1.2 Partial, C 2.1.5.1 Moderate, C 2.2.3 Adequate, C 2.3.1.3 Moderate, C 2.3.1.4 Partial, C 2.3.1.8 Restricted, C 2.4.3 Growing, C 2.4.4 Difficult, C 2.9.2 Conventional/Terrorist/NBC C 3.1.3.3 Moderate
OP 5.3.9	Prepare Campaign or Major Operations and Related Plans and Orders C 2.1.1 Minimal, C 2.1.1.2 Partial, C 2.1.5.1 Moderate, C 2.2.3 Adequate, C 2.3.1.3 Moderate, C 2.3.1.4 Partial, C 2.3.1.8 Restricted, C 2.4.3 Growing, C 2.4.4 Difficult, C 2.9.2 Conventional/Terrorist/NBC C 3.1.3.3 Moderate
OP 5.4	Command Subordinate Operational Forces C 2.1.5.1 Moderate, C 2.3.1.1 Partial, C 2.3.1.2 Partial
OP 5.4.1	Approve Plans and Orders C 2.1.5.1 Moderate, C 2.3.1.1 Partial, C 2.3.1.2 Partial
OP 5.4.2	Issue Plans and Orders C 2.1.5.1 Moderate, C 2.3.1.1 Partial, C 2.3.1.2 Partial
OP 5.4.3	Provide Rules of Engagement C 2.1.1 Minimal, C 2.1.1.4 Multinational, C 2.1.5.1 Moderate, C 2.3.1.1 Partial, C 2.3.1.2 Partial C 3.1.3.4 Moderate
OP 5.4.4	Synchronize and Integrate Operations C 2.1.1.2 Partial, C 2.2.6 High, C 2.3.1.1 Partial, C 2.3.1.2 Partial, C 2.3.1.6 Continuous
OP 5.4.5	Coordinate/Integrate Components, Theater, and Other Support C 2.1.1.2 Partial, C 2.2.6 High, C 2.3.1.1 Partial, C 2.3.1.2 Partial, C 2.3.1.6 Continuous C 2.3.2.4 Separated
OP 5.4.6	Conduct Operational Rehearsals
OP 5.5	Establish, Organize, and Operate a Joint Forces Headquarters C 2.1.1 Minimal, C 2.3.1.2 Partial, C 2.1.5.1 Moderate, C 2.3.1.1 Partial, C 2.3.1.2 Poor, C 2.3.2.4 Separated
OP 5.5.1	Develop a Joint Force Command and Control Structure C 2.1.1 Minimal, C 2.3.1.2 Partial, C 2.1.5.1 Moderate, C 2.3.1.1 Partial, C 2.3.1.2 Poor, C 2.3.2.4 Separated

OP 5.5.2	Develop Joint Force Liaison Structure C 2.1.1 Minimal, C 2.3.1.2 Partial, C 2.1.5.1 Moderate, C 2.3.1.1 Partial, C 2.3.1.2 Poor, C 2.3.2.4 Separated
OP 5.5.3	Integrate Joint Force Staff Augmentees C 2.1.1 Minimal, C 2.1.1.2 Partial, C 2.1.5.1 Moderate, C 2.3.1.1 Partial, C 2.3.1.2 Poor
OP 5.5.4	Deploy Joint Force Headquarters Advance Element C 2.1.1 Minimal, C 2.1.1.2 Partial, C 2.1.5.1 Moderate, C 2.3.1.1 Partial, C 2.3.1.2 Poor, C 2.3.2.4 Separated
OP 5.5.5	Establish Command Transition Criteria and Procedures C 2.1.1 Minimal, C 2.1.1.2 Partial, C 2.1.5.1 Moderate, C 2.3.1.1 Partial, C 2.3.1.2 Poor, C 2.3.2.4 Separated
OP 5.5.6	Establish or Participate in Task Forces C 2.1.5.1 Moderate, C 2.2.3 Adequate, C 2.3.1.1 Partial, C 2.3.1.2 Poor, C 2.3.1.6 Continuous, C 2.4.3 Growing
OP 5.5.7	Conduct Joint Force Staff Operations
OP 5.5.8	Provide Joint Staff Facilities and Equipment
OP 5.5.9	Establish a Joint Mission Essential Task List (JMETL) for a Joint Force
OP 5.6	Coordinate Operational Information Operations (IO) C 2.1.5.1 Moderate, C 2.2.3 Adequate, C 2.3.1.1 Partial, C 2.3.1.2 Poor, C 2.3.1.6 Continuous, C 2.4.3 Growing C 2.7.3.2 Limited
OP 5.6.1	Integrate Operational Information Operations C 2.1.5.1 Moderate, C 2.2.3 Adequate, C 2.3.1.1 Partial, C 2.3.1.2 Poor, C 2.3.1.6 Continuous, C 2.4.3 Growing C 2.7.3.2 Limited
OP 5.6.3	Control Information Operations C 2.1.5.1 Moderate, C 2.2.3 Adequate, C 2.3.1.1 Partial, C 2.3.1.2 Poor, C 2.3.1.6 Continuous, C 2.4.3 Growing C 2.7.3.2 Limited
OP 5.7.6	Coordinate Coalition Support
OP 6.1	Provide Operational Air, Space, and Missile Defense C 2.1.3 Limited, C 2.3.2.3 High, C 2.2.3 Adequate, C 2.4.3 Growing, C 2.7.2 General, C 2.7.4 Local
OP 6.1.1	Process/Allocate Operational Aerospace Targets
OP 6.1.2	Integrate Joint/Multinational Operational Aerospace Defense C 2.1.3 Limited, C 2.3.2.3 High, C 2.2.3 Adequate, C 2.4.3 Growing, C 2.7.2 General, C 2.7.4 Local
OP 6.1.3	Provide Airspace Control C 2.1.5.1 Short, C 2.2.5.4 Early, C 2.2.6 Some, C 2.3.1.8 Unrestricted on limited attacks, C 2.7.3.1 Sufficient
OP 6.1.3.1	Employ Positive Control Measures C 2.1.3 Limited, C 2.3.1.6 Intermittent, C 2.1.4 Medium, C 2.4.5 Moderate, C 2.1.1.2 Partial, C 2.9.2 Conventional/Terrorist/Unconventional Poss NBC
OP 6.1.3.2	Employ Procedural Control Measures C 2.1.3 Limited, C 2.3.1.6 Intermittent, C 2.1.4 Medium, C 2.4.5 Moderate, C 2.1.1.2 Partial, C 2.9.2 Conventional/Terrorist/Unconventional Poss NBC
OP 6.1.4	Counter Enemy Air Attack in (Defense Counterair (DCA)) in the Joint Operations Area (JOA) C 2.1.5.1 Short, C 2.2.5.4 Early, C 2.2.6 Some, C 2.3.1.8 Unrestricted on limited attacks, C 2.7.3.1 Sufficient
OP 6.1.5	Conduct Joint Operations Area (JOA) Missile Defense C 2.1.5.1 Short, C 2.2.5.4 Early, C 2.2.6 Some, C 2.3.1.8 Unrestricted on limited attacks, C 2.7.3.1 Sufficient
OP 6.1.6	Conduct Tactical Warning and Attack Assessment in the Joint Operations Area (JOA) C 2.9.2 Conventional/Terrorist/Unconventional, Poss NBC, C 2.4.2 Adequate, C 2.4.5 Moderate, C 2.2.5.2 Limited, C 2.7.3.2 Low, C 2.4.6 Moderate
OP 6.2.5	Provide Positive Identification of Friendly Forces Within the Joint Operations Area (JOA) C 2.1.5.1 Short, C 2.4.5 Marginal, C 2.9.2 Conventional, limited terrorist/economic, C 3.1.2.3 Limited
OP 6.2.9	Coordinate and Conduct Personnel Recovery C 2.1.3 Limited, C 2.4.6 Moderate, C 2.4.2 Adequate, C 2.6.1 Moderate, C 2.6.5 Good, C 2.6.7 High

OP 6.2.9.2	Provide Combat Search and Rescue C 2.4.5 Weak, C 2.9.2 Conventional, limited terrorist/economic, C 3.1.2.3 Limited
OP 6.2.14	Employ Operations Security (OPSEC) in the Joint Operations Area (JOA) C 2.8.5 Limited, C 3.1.2.4 Opposed, C 3.1.1.3 Correct, C 2.3.1.3 Moderate
OP 6.3.2	Supervise Communications Security (COMSEC) C 2.3.1.3 Limited, C 2.3.1.6 Continuous, C 2.3.1 Multinational, C 2.2.5.1 Abundant, C 2.2.5.2 Limited
OP 6.3.3	Employ Electronics Security in the Joint Operations Area (JOA) for Operational Forces C 2.1.5.1 Short, C 2.4.5 Marginal, C 2.9.2 Conventional, limited terrorist/economic, C 3.1.2.3 Limited
OP 6.3.4	Protect Information Systems in the Joint Operations Area (JOA) C 2.2.5.2 Limited, C 2.4.5 Weak, C 3.1.1.5 Cooperative, C 3.3.6.2 Moderate
OP 6.4.1	Develop Operational Deception Plan C 1.3.3.4 Minor, C 2.2.5.2 Limited, C 2.4.5 Weak, C 3.1.1.5 Cooperative, C 3.3.6.2 Moderate
OP 6.4.2	Conduct Operational Deception C 2.2.5.2 Limited, C 2.4.5 Weak, C 3.1.1.5 Cooperative, C 3.3.6.2 Moderate
OP 6.4.3	Assess Effect of Operational Deception Plan C 2.2.5.2 Limited, C 2.4.5 Weak, C 3.1.1.5 Cooperative, C 3.3.6.2 Moderate

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ENCLOSURE H

JOINT TRAINING INFORMATION MANAGEMENT SYSTEM
(PREVIOUSLY JOINT EXERCISE MANAGEMENT PACKAGE)
IMPLEMENTATION MASTER PLAN

References (latest version of):

- a. CJCSI 3500.01, "Chairman's Joint Training Policy"
- b. CJCSI 3500.03, "Joint Training Manual for the Armed Forces of the United States"
- c. CJCSI 3500.04, "Universal Joint Task List"
- d. JEMP III User Interface Guidelines, 8 October 1999
- e. JEMP III System Requirements Specification, 29 July 1999
- f. JEMP III Software Design Documentation, 30 September 1999
- g. JEMP III Software Design Specification, Version 1.9, 1 June 1999

1. Introduction

a. Name Change. Effective with the publication of this JTMP, the program title, "Joint Exercise Management Package (JEMP)" is formally changed to, "Joint Training Information Management System (JTIMS)." This title change is to align and more accurately reflect the functionality and purpose of this application suite.

b. Purpose. The purpose of this Joint Training Information Management System (JTIMS) Implementation Master Plan (IMP) is to provide strategic guidance, establish goals and objectives, assign responsibilities, and identify major activities and milestones for the JTIMS application suite. JTIMS-IMP will be supported with a detailed Plan-of-Actions and Milestones (POA&M).

c. Vision. The use of advanced information technology provides commanders at all echelons the necessary data to meet their mission-based training requirements. This technology also enables on-demand access to appropriate data relating to DOTMLPF, and other resources through a seamless integration of data that is transparent to the functional user (See Figure H-1).

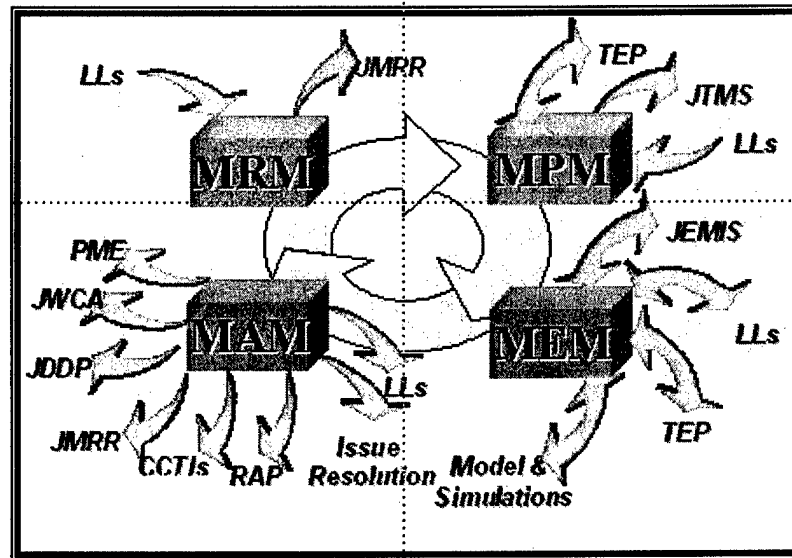


Figure H-1. Joint Training Information Management System

d. Mission. The JTIMS program supports the joint community² by providing a set of integrated information management tools necessary to identify, collect, analyze, store, and disseminate the data required to execute the CJCS JTS. The program scope also includes the collection of functional automation requirements needed for improvements to the existing software and the collection of functional automation requirements needed for the integration of joint training data with other management information systems and automated support tools within the Department of Defense.

e. End State. The implementation and fielding of the JTIMS application suite will support:

(1) Reduction of resources required in the planning, execution, and assessment of requirements-based training.

(2) Facilitation of rapid operational analysis, planning, evaluation, and reporting of real-world events.

(3) Automated tools supporting the joint community in preparing people to perform to the level required to accomplish assigned missions. Tools will be integrated such that:

² In this document the joint community is defined as CJCS, Joint Staff, Combatant Commands and Service components, Service Headquarters, and Combat Support Agencies and other Defense agencies, and joint and multinational activities responsive to the CJCS.

(a) Requirements are derived from assigned missions and associated Operational Plans.

(b) Training is based on doctrine/TTP.

(c) Existing/entered data are used for multiple purposes.

(d) Data are collected, organized, stored, and managed accurately and efficiently.

(e) Data are exchanged efficiently and effectively with other users.

(f) Data are exported in flexible forms to meet command information requirements.

2. Background. JTIMS will provide automated support tools to the joint community for the accomplishment of joint training programs using the CJCS JTS. The current version of the application suite is the culmination of a progressive migration of computer software, hardware technology, and the JTS. When fielded, JTIMS will be a web-based, integrated information management tool supporting the joint community in planning, executing, and assessing training programs founded on mission-based capability requirements.

a. Software Development History

(1) JEMP I was initially fielded as a set of stand-alone, DOS-based software programs supporting the joint exercise programs of combatant commanders, and the CJCS joint lessons learned program. While various modifications and improvements were made since its inception, the package essentially focused on the scheduling of joint exercises and the collection of lessons learned both in joint exercises and the conduct of military operations. JEMP I consisted of four nonintegrated modules: 1) JMET, 2) EXSCHED, 3) Master Scenario Events List (MSEL), and 4) Joint Universal Lessons Learned System (JULLS).

(2) JEMP II was essentially a conversion of JEMP I DOS-based software to a Windows environment. While further refinements were made, the JEMP II modules remained fundamentally stand-alone both in terms of module design and data management. JEMP II versions culminated in the addition of Mission Requirements Module (MRM) module to the existing Windows versions of EXSCHED, MSEL, and JULLS.

(3) The introduction of the JTS in 1993 provided the impetus to make significant advances in software and hardware functionality. The JTS changed the joint training paradigm from an event-based to a requirements-based program. It also expanded the scope of joint training from an *exercise-only* focus to incorporate the *full spectrum of training events*. Advances in information technology (e.g., internet) coupled with resource reductions and OPTEMPO/ PERSTEMPO increases provided further impetus to provide enhanced informational data, integration, access, and exchange in support of better resource management throughout the joint community.

(4) JEMP III development provided the first shift in program focus. First, JEMP III was formally linked to the JTS; i.e. JEMP III's purpose was to automate selected portions of the JTS. Second, JEMP III was the first formally defined effort to develop a single automated toolset that supported data integration, management, and exchange with users internal and external to the JTS. JEMP III was functionally defined as the CD-ROM hosted MRM and Mission Planning Modules (MPMs), which were not web-based.

(5) JTIMS is differentiated from JEMP III by two elements: JTIMS will be supported by a single, integrated database, and web-hosted. JTIMS consists of four integrated phases:

(a) Requirements Phase supporting JMETL identification, including operational templates.

(b) Plans Phase supporting JTP and joint training schedule development, to include an integral online scheduling and deconfliction application;

(c) Execution Phase supporting training event execution, including applications for the development of the MSEL and Collection Management Plan for TPO and TPE data collection and analysis;

(d) Assessment Phase supporting joint training assessments, including TPA, JULLS, and MTA.

b. Program Management

(1) JTIMS program management has received great emphasis, focused on providing long-term program stability and improvement. Program management was initially resident on the Joint Staff. In 1995 program management was transferred to the JWFC and a technical Sub-

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program Manager was established. The rapid paced evolution of the JTS, coupled with critical personnel turnovers resulted in program instability and hampered the development of effective program definition or supporting documentation. The concentration of JEMP product programmatic funding was focused primarily on software development to the exclusion of Program Management support funding.

(2) Recent and ongoing JTS process and reorganization initiatives have stabilized both program requirements and personnel tumult, allowing for a managerial "closure" in the definition of both program management functions and processes. This document provides the overarching guidance for program and configuration management, software development, and implementation actions necessary to field the first version of the integrated, web-hosted application suite supporting the execution of the JTS.

3. Policy Guidance

a. Process Description. Implementation consists of three closely related, iterative, continuous components: 1) program management and program integration, 2) application suite development, and 3) fielding.

(1) Program Management and Program Integration. JTIMS is a CJCS program. The Joint Staff, J-7, working through the USJFCOM JWFC, provides the required resources to implement, develop, modify, and maintain JTIMS in order to support the JTS. In this capacity, the JTIMS Program Manager and JTIMS Program Integrator's primary responsibility is to balance available JS programmatic resources and developmental requirements with joint community automation requirements. The intent is to meet the highest priority requirements as soon as possible without compromising support of the future, lower priority requirements.

(2) Application Suite Development. The fundamental purpose of JTIMS is to automate the appropriate portions of the JTS to assist commanders in the efficient and effective execution of combatant command training programs. Where the necessary JTS data generation, integration, or management tools do not exist, JTIMS must develop these tools. Where the necessary data elements and supporting tools do exist, JTIMS must interface with, integrate, or replace those tools, as appropriate. Development includes updates and revisions to fielded versions.

(3) Fielding. Installation and application of JTIMS must support the joint community in the conduct of joint training. Application fielding schedules must be aligned with the milestone requirements of the JTS and the PPBS cycle. Application distribution must include initial user training

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and minimum hardware requirements necessary to effectively use JTIMS Requirement and Planning phases within respective user organizations.

(a) JTIMS Requirements and Plans phases were made available via the SIPRNET in April 2000. This supports the JMETL development functions due October 2000 and the JTP development and resource requirement functions due May 2001.

(b) Web-based training will be available concurrent with the availability of the JTIMS Requirements and Plans phases. JTSST-supported JTIMS training will be provided in conjunction with scheduled JTSST visits as coordinated by USJFCOM.

b. Strategic Guidance

(1) Once fielded, the joint community will use JTIMS to plan, manage, and conduct their respective joint training programs.

(2) USJFCOM will use JTIMS to support the deconfliction of resource allocations for JTS training worldwide, on behalf of CJCS.

(3) JTIMS PM, representing the Joint Staff, is the focal point for JTS automation and integration requirements. Functional automation requirements not resident in the extant versions of the application suite will be provided to the JTIMS PM in coordination and with the approval of the Joint Staff, J-7, in accordance with this IMP and existing directives.

(4) Resources available to support the development and/or revision of JTIMS extant or future version functionalities will be identified to the JTIMS PM in accordance with this IMP and existing directives. Resources will not be expended for development of new software supporting emergent functional automation requirements until coordinated with the JTIMS PM in accordance with this IMP and existing directives.

c. Goals. The goals of implementation are to:

(1) Field an automated application suite of tools with capabilities that will ensure commanders at all echelons have access to the data required to train US Armed Forces and supporting agencies in joint operations.

(2) Assist commanders at all echelons in managing available resources in the accomplishment of requirements-based joint training programs.

(3) Assist commanders and training support personnel in efficiently developing, executing, evaluating, and assessing joint training programs.

(4) Assist providers of joint training resources in identifying accurate and timely resource requirements data to support joint training effectiveness.

(5) Assist the joint community in ensuring the impact of joint training activities on OPTEMPO/PERSTEMPO levels are minimized, while still achieving/maintaining joint training performance standards.

(6) Demonstrate the utility of JTIMS to the operational planning community.

(7) Share information with other related automation tools, in order to better define, identify, and analyze readiness and training data. This would include, but not be limited to the Automated Joint Monthly Readiness Report (AJMRR) (when fielded), TEPMIS, etc.

d. Strategy

(1) The development and implementation of JTIMS is founded on the following guiding principles:

(a) JTIMS replaces or integrates JEMP II/III software extant at the publication of this document.

(b) JTIMS does not duplicate existing information management systems.

(c) JTIMS does not require the user to reenter data previously entered in any other related information management systems; i.e., data required for the development, planning, execution, and assessment of joint training should be entered only once by the steward of that data. Subsequent use of that data would be available to JTIMS users without operator reentry.

(d) JTIMS reduces the level of effort required to manage and conduct joint training programs.

(2) The initial implementation of JTIMS is focused on the joint training community in the application of the JTS as currently defined in references a, b, and c. At FOC this JTIMS product supports the minimum data generation requirements of the four-phased JTS: 1) JMETL selection; 2)

JTP development; 3) event execution support; and 4) TPA. Once fielded JTIMS will continue to evolve through an iterative development with increased user input, both to enhance the data management of the joint training community and to expand the data interface with other users of common training and resource data.

(a) **Enhanced Data Management.** Future versions of JTIMS will further automate the data entry and calculation intensive portions of the JTS, making data manipulation increasingly easier for the user and providing increased value added to the joint training management efforts. Integrated joint, Combat Support Agency, and service component METL can be accommodated to provide the combatant commander meaningful visibility of the capability requirements of the entire command. The integrated planning and resource scheduling of training events can be accomplished on a command-wide, and ultimately global, scale. Automated data collection and manipulation will provide commanders force performance data based on actual performance demonstrated in training events and operations. These data can then enhance the subjective judgment of the commanders, at all echelons, as to the future performance of the forces assigned to the command, and provide the ability to better predict future mission performance.

(b) **Expanded Data Interface.** Much of the data required to effectively conduct a joint training program already exists in currently disparate, non-integrated databases. Future versions of JTIMS will leverage this existing data through improved automation and integration to provide appropriate data visibility in a near real-time environment. The existence of current data in other related but heretofore inaccessible databases will provide the commander and planning staff increased insights as to the performance requirements, performance status, and required resources needed to provide and maintain fully trained forces. The data exchange interface and integration of JTIMS with other existing systems and databases will expand the linkage between training performed and force readiness across the entire DOTMLPF³ spectrum.

e. **Objectives.** The following are near-term (2000-2001) objectives that support the goals of JTIMS implementation.

(1) Field JTIMS in FY 00.

(a) Provide Initial Operational Capability (IOC) of Requirements Phase and Plans Phase JTIMS software by April 2000. (See subparagraph 6a(1)(a).)

³ Doctrine, Organizations, Training, Materiel, Leadership and Education, People and Facilities (DOTMLPF)

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1. Complete JEMP I EXSCHED database conversion by March 2000.

2. Field Internet based development tool supporting requirements/JMETL identification and JTP/scheduling by April 2000.

3. Complete hosting on Joint Digital Library by April 2000.

(b) Provide FOC of Requirements Phase, Plans Phase, Execution Phase, and Assessment Phase JTIMS software by October 2000.

1. Complete development of Execution/Assessment phases by July 2000.

2. Complete testing of Execution Phase, Assessment Phase by September 2000.

3. Distribute execution and assessment phases by October 2000.

(2) Develop JTIMS PM description in execution level of detail by September 2000 to include:

(a) PM responsibilities.

(b) Sub-PM responsibilities.

(3) Develop JTIMS configuration management (CM) process description in execution level of detail, for CM Board (CMB) approval, by July 2000 to include:

(a) Applicable reference documents.

(b) CMB membership, voting, or associate.

(c) CMB oversight.

(d) Notional CMB process schedule/timeline, CMB meeting schedule, minimum workdays for input/issue coordination, etc.

(4) Develop future JTIMS (JTIMS+) Automation Roadmap by September 2000.

(a) Update initial Automation Roadmap contained in this document.

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(b) Develop inputs for future integration of JTIMS with:

1. Service component training information management tools. (USMC MCTEEP, USAF FALCON, USA SATS/ASATS, USN VIPER, etc.)

2. Information systems related to, but not under scope of, the JTS. (TEPMIS, JOPEs, JEL, etc.)

(c) Provide JTIMS requirements input to Distributed Joint Training Initiative (DJTI) PM.

(d) Provide JTIMS hosting requirements input to Joint Distributed Library (JDL).

(5) Complete a prototype demonstration identifying OPLAN-specific JMETL using JTIMS by the end of FY 00.

(a) USJFCOM is conducting a prototype study of OPLAN-JMETL linkage during this FY. The JTIMS PM and Sub-PM will support this effort by providing USJFCOM with technical support and software applications necessary to complete this study.

(b) Joint Staff, J-7, will identify key opportunities to present the results of this study and/or demonstrate JTIMS application of OPLAN-JMETL linkage to appropriate high-level audiences, the J-3 conferences, J-5 conferences, CINC conferences, etc.

f. Management Architecture. JTIMS is a CJCS program, sponsored by the Joint Staff, J-7. USJFCOM provides program support, subject matter expertise, and the position of JTIMS Program Manager. The relationships, duties, and responsibilities for JTIMS development and implementation are as follow:

(1) Joint Staff, Director, J-7. The Joint Staff Director for Operational Plans and Interoperability, J-7, is the program sponsor and Joint Staff proponent for JTIMS implementation and system integration. This role includes responsibility for JTIMS implementation policy and overall program management. The Joint Staff, J-7, Joint Doctrine, Education, and Training Division (JDETD) is the JTIMS OPR. The Joint Staff, J-7, JDETD will:

(a) Develop policy for successful execution of JTIMS automated application suite development and implementation.

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(b) Develop policy for JTIMS application and integration with other automated information systems within DOD.

(c) Oversee the JTIMS program, as required to ensure JTIMS program execution is in accordance with (IAW) this document and cited references.

(d) Conduct final staffing of JTIMS related issues IAW established Joint Staff coordination process.

(e) Provide funding to the JTIMS program.

(f) Provide appropriate Joint Staff coordination between JTIMS and the other information systems feeding to/from it (i.e., AJMRR, when fielded, TEPMIS, see Figure H-1.)

(2) USJFCOM/JWFC. The USJFCOM/JWFC is the functional proponent for JTIMS implementation, system integration, and application. In this role USJFCOM/JWFC provides the interface between the functional users and the technical software developers, as well as the program management of JTIMS development and implementation, on behalf of the Joint Staff, J-7. USJFCOM/JWFC will:

(a) Provide Program Manager position.

(b) Provide JTS subject matter expertise support to the JTIMS software developer.

(c) Ensure proposed changes to JTS are coordinated with designated JTIMS PM.

(d) Coordinate changes to USJFCOM programs (DJTI, JDL, JEMIS, etc.) affecting JTIMS with designated JTIMS PM.

(e) Coordinate joint community's functional automation requirements supporting worldwide scheduling/deconfliction and provide to designated JTIMS PM, within the confines of configuration management as defined in this document.

(f) Support JTIMS user training in conjunction with JTSST visits.

(g) Develop and coordinate JTS user recommendations to the Joint Staff, J-7, on policy and procedural revisions necessary for successful execution of automated software development.

(h) Provide system data and database administration support.

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(i) Provide a central help desk to support JTIMS and related JTS tools.

(3) JTIMS PM. The PM is the Joint Staff representative responsible for the execution of the JTIMS program. In this role the PM is responsible for defining and executing the software development process, to include JTIMS program development, implementation, and management. JTIMS PM, acting on behalf of the CJCS/Joint Staff, will:

(a) Serve as POC for collection and management of functional user automation requirements, definition of technical automation requirements, and automation software development, fielding, training, and maintenance.

(b) Ensure program execution IAW this plan and applicable directives.

(c) Manage the JTIMS software configuration changes IAW this document and references above.

(d) Provide inputs and recommendations to the Joint Staff on impacts of proposed JTS revisions affecting JTIMS.

(e) Collect functional automation requirements needed for the integration of joint training data with other management information systems and automated support tools within the Department of Defense.

(f) Identify required changes to policy and procedures necessary for successful execution of automated software development.

(g) Develop programmatic budget inputs supporting development, training, and maintenance of current JTIMS software, and for migration of JTIMS automation software to meet future user requirements.

(4) JTIMS Subprogram Manager (SPM). The SPM will:

(a) Provide the technical focal point of contact for the PM in bringing together organizational effort toward the development and implementation of the JTIMS automated system.

(b) Perform functional analysis and design of proposed functional automation requirements.

(c) Provide functional automation-level configuration management support.

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(d) Delineate and review system marketing strategies, operational requirements, design specifications, performance specifications, and technical approaches.

(e) Institute appropriate management control techniques to provide system development status, progress, and forecasts and report those items.

(f) Support data element standardization requirements IAW DOD Standard 8320.

(g) Ensure that system software development is in accordance with the C4ISR Architecture Framework and the Joint Technical Architecture.

(h) Perform analysis, provide support to include technical training, and document DOD Technical Reference Model functional activities in the system LCM during the design, development, and deployment phases. Some, but not all, of the required actions may include:

- (1) Preparation and update of the system decision package.
- (2) Preparation of the initial cost estimate.
- (3) Conducting preliminary economic analysis and confirm and update the economic analysis.
- (4) Planning for in-progress reviews.
- (5) Obtaining development proposals.
- (6) Recommending designs for development.
- (7) Evaluating documentation.
- (8) Conducting development tests.
- (9) Obtaining user concurrence with the system.
- (10) Conducting demonstrations.
- (11) Conducting technical training.
- (12) Preparation of a management plan.
- (13) Providing appropriate functional and technical expertise to support the Program Manager.

(i) Provide other program documentation such as this enclosure, as directed.

(5) JTIMS Developer. The developer will:

(a) Develop software IAW this document, above reference documents, and applicable directives specified in the JTIMS Statement of Work (SOW).

(b) Provide statement on impact of proposed changes (functional automation and technical) to the JTIMS PM to include:

(1) Cost estimates.

(2) Timeline adjustments.

(3) Hardware requirements.

(4) Hosting requirements.

(c) Track and manage technical changes directed by the JTIMS PM.

(d) Coordinate all proposed changes with the JTIMS PM prior to implementation.

4. CM. JTIMS PM will define a CM process within the following guidelines:

a. General Responsibilities. All participants in the CM process must consider the effect their requirements have on the joint environment as a whole. The JTIMS CMB is responsible for assessing and minimizing this impact consistent with program objectives, requirements, and fiscal constraints.

b. CMB Membership. CMB will be comprised of members of the joint community: Joint Staff, combatant commands, Service components, Services, and combat support agencies. Voting members of the CMB are reminded that their attendee represents the entire organization. As such these attendees will be required to make appropriate decisions regarding JTIMS development or revision.

(1) JTIMS PM will chair the CMB as a nonvoting member. The Sub-PM will provide administrative CMB support as defined by the JTIMS PM.

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(2) Voting members will include at least one designated member from each of:

- (a) The Joint Staff
- (b) Combatant Commands
- (c) Services
- (d) Combat Support Agencies

c. CMB Meetings. The JTIMS CMB will meet at least once annually. More frequent meetings may be required and, as such, an annual schedule of known additional meeting requirements will be developed and updated by the JTIMS PM, and approved by the CMB not later than September of the FY prior to execution. When appropriate, the JTIMS PM may call unscheduled meetings after coordination with the CMB voting members.

(1) Voting member representatives will attend all CMB meetings.

(2) The CMB process will include procedures to ensure voting members are able to coordinate appropriately within their respective organizations. CMB meeting schedule will include milestones for adequate staffing of agenda items.

(3) The JTIMS PM will publish a timely agenda [per subparagraph 4c(2) above] with at least two categories:

(a) Items requiring a decision vote. Only agenda items in this category will be voted on during the CMB meeting unless unanimous consent is reached to vote on a newly introduced proposal. This is to ensure each attendee has adequate preparation time to properly represent their organization.

(b) Items to be presented/discussed for information purposes only. This category may be used for introduction of new change proposals to JTIMS or CM process or to provide attendees pertinent information. In no case will these items be voted on unless unanimous consent is reached to vote on such items.

d. CMB Data Maintenance. The JTIMS PM will establish administrative files remotely accessible to all voting CMB members to include as a minimum:

- (1) Documentation of PM duties and responsibilities.

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- (2) Documentation of the JTIMS CM process.
- (3) The JTIMS requirements baseline documentation.
- (4) JTIMS functional automation requirements input list.
- (5) JTIMS CMB prioritized change list.
- (6) JTIMS change accomplishment status with currency not to exceed 30 days.
- (7) Other documentation required by the CMB to be made available.

e. The JTIMS functional automation baseline provides the point of departure from which changes will be proposed, validated, prioritized, and provided to the developer for execution, within existing resources. The CMB process description will include procedures for the proposal, validation, and prioritization of such change proposals. Change proposals include:

(1) Software Problem Reports (SPR). An SPR is a deficiency to a documented functional automation requirement of the system; e.g., something within the scope of the existing software or documentation that is not functioning as specified. SPRs will be forwarded to the developer for resolution as defined in the JTIMS SOW.

(2) Baseline Change Request (BCR). A BCR is a request or suggestion for adding an automation function not currently documented as a system requirement or a suggested change to improve the way an existing feature operates. The sponsor of a BCR is responsible for identifying required changes to policy and/or JTS process made necessary by implementation of the proposed JTIMS change. Such policy/process change requirement will be coordinated with USJFCOM/JWFC and other organizations as appropriate.

(3) Operational Interface Requirements (OIR). An OIR is a request or suggestion to establish an operational interface between JTIMS and other applications and systems. OIRs will be coordinated with the PM of these applications/systems and forwarded to the appropriate organization for staffing.

f. The JTIMS PM will provide, for CMB approval or modification, recommendation(s) for accomplishing prioritized change requests beyond the scope of existing resources. JTIMS OPR will work to address these require-

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ments through the existing Joint Staff budgeting process. Recommendations for unfunded requirements will be forwarded to the OPR as:

(1) Unfunded requirements identified to the Joint Staff for addressal in current year funding adjustments.

(2) Unfunded requirements identified to the Joint Staff as program expansion.

(3) Unfunded requirements to be included in the next JTIMS version.

5. Development

a. Functional Automation Requirements. Upon publication of this document the JTIMS functional automation baseline is defined in the extant version of JEMP III Software Requirements Specification, Version 2.1, 26 July 1999.

(1) User Information Requirements Identification. JTIMS CM process will specifically address and disseminate the process by which the user community's information requirements are captured. This process will address:

(a) User specific/unilateral data requirements -- data (vice format) unique requirements of a specific organization.

(b) User specific/unilateral format requirements -- format (vice data) unique requirements of a specific organization.

(c) The process for coordination of these requirements to determine uniqueness. Often organizations "determine" that they have unique requirements, which justify an internally developed product. While many of these requirements are valid, the resultant independent development of information management systems quickly leads to incompatible systems and cumbersome information exchange. Establishment of a coordination process within the JTS/JTIMS CM program cannot eliminate these "interoperability" problems, but it can minimize such occurrences. Data format for this effort will include:

1. User organization.

2. Data and format required.

3. Data use.

4. Current methods of data capture.

(d) Commercial-Off-the-Shelf (COTS) Add-Ins/Add-Ons. JTIMS Sub-PM will develop and disseminate a process for collection and analysis of COTS software products relative to new user identified functional automation requirements. Results of this analysis will be reported to the JTIMS PM with a recommendation for COTS software use or new code development. This report will include, but is not limited to:

1. Current availability/cost/licensing.
2. Timeliness of COTS application versus new code development.
3. Impact estimate on migration future of future JTIMS.
4. Recommendation for/against COTS use.

b. Technical Requirements. Upon publication of this document the JTIMS functional automation baseline is defined in the extant version of the JEMP III Software Design Specification, Version 1.9, 1 June 1999.

c. Testing

(1) The JTIMS PM will:

(a) Ensure JTIMS functionality prior to declaration of IOC.

(b) Develop and coordinate detailed instructions to accomplish a combination of technical and functional testing that will ensure data exchange/integration of existing:

1. JMETL data.
2. JTP data.
3. EXSCHED data/database.
4. Master Scenario Event List (MSEL) data.
5. JAARS data/database.

(2) The JTIMS Sub-PM will:

(a) Monitor the development of JTIMS software applications, independently evaluating the progress of the effort and reporting all identified program deficiencies to Government representatives.

(b) Attend all design reviews and provide the USG with independent evaluations of program progress and status as directed by the JTIMS PM.

(c) Develop test procedures, in accordance with existing requirements documentation, to support the test and evaluation of JTIMS applications versions as they are developed.

(d) Perform test and evaluation of JTIMS applications versions in accordance with the Government approved test procedures.

(e) Analyze the results of JTIMS application version testing and provide written reports detailing the analysis of those results.

(f) Provide, in coordination with USJFCOM/JWFC SMEs, Functional Automation Validation IAW subparagraph 5a above.

(g) Conduct Technical Automation Verification IAW subparagraph 5b above.

(h) Support the installation and initialization of JTIMS application, migration of data from preexisting databases, and technical assistance to JTIMS users.

(i) Develop a Transition and Migration Plan to define how the JTIMS users will move from current applications to JTIMS and describe the steps necessary to move and convert existing, legacy JEMP databases to the new application suite with minimum loss of data and productivity.

(j) Analyze and document all field reports of JTIMS deficiencies and provide reports to the USG containing recommended fixes and work-arounds to minimize system downtime.

6. Implementation

a. Fielding

(1) Operational Capability.

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(a) At IOC, current JTIMS tools for the "requirements" and "plans" phases will be updated to a web-based, multiuser architecture. As part of this effort, a minimum set of functional capabilities will be implemented to include data entry, online reports, and the capability to make data created within a specific JTIMS user group accessible to all JTIMS users. In addition, the capabilities of the original MPM deconfliction component will be enhanced and additional reports and data elements will be provided to accommodate these enhancements.

(b) At FOC, JTIMS automated support will provide for the last two phases of the JTS (Execution and Assessment). Additional functional capabilities will be provided to support queries, library edits, import/export of data to external systems, MS Word-compatible document generation, process checklists, and links to document templates.

(c) USJFCOM JDL will provide operational support for JTIMS. This support will consist of the following:

1. Providing the operational hardware and software needed to implement and backup the JTIMS database and server-side software functions.

2. Providing the operational hardware and software needed to implement storage and access of JTS-related documents and import and export data files on the JDL.

3. Providing services for administration and configuration management of the JTIMS Web site and database.

4. Providing database administration (DBA) services for the JTIMS database to include assignment and/or management of user and user group access privileges; user registration, identification, and authentication; configuration management and archive support of the operational JTIMS database, and conduct of JTIMS security evaluations and accreditation.

5. Providing continuous database access and server support for the JTIMS users and developers.

(d) Transition Plan for EXSCHED database to JTIMS/ Plans Phase. The developer, in coordination with the PM/SPM and Joint Staff. J-7, JDETD, will accomplish a one-time-only database import from JEMP I EXSCHED to JTIMS Plans Phase.

1. Conversion and data manipulation testing will be completed prior to declaration of JTIMS IOC.

2. Existing EXSCHED database will be archived appropriately for a minimum of 2 years from JTIMS IOC declaration.

(e) Transition Plan for JEMP III Mission Planning Module (MPM) database to JTIMS Plans Phase. Users who have made significant inputs to their JTP using JEMP III MPM should contact the JTIMS PM. Support for conversions of such databases will be supported on a case-by-case basis.

(f) The scheduling/deconfliction tool is JTIMS. JTIMS will contain a scheduling/deconfliction tool as part of the Plans phase.

(g) Existing JEMP Software. JTIMS will integrate the following programs by either replacing them out right, or absorbing their functionality into the requirements for JTIMS:

1. MSEL. Existing MSEL software functionality will be incorporated into the JTIMS execution phase software.

2. JULLS is the JEMP I version of Lessons Learned software. JTIMS will replace it in total when the execution phase is developed.

3. Collection Observation Management (COM). Existing COM functionality of existing applications will be incorporated into the JTIMS execution phase software.

(h) Interim Interface(s) with government/commercial off-the-shelf (G/COTS). Users of existing G/COTS supporting the JTS (MSEL, JULLS etc.) will contact the JTIMS PM. The JTIMS PM/SPM, in coordination with the user and/or sponsor of such software, will develop an appropriate migration plan to be presented for CMB approval/modification.

(i) TEPMIS. TEPMIS and JTIMS will exchange data in both directions. The JTIMS development team is working with the TEPMIS development team to ensure success. JTIMS has added 8 unique TEP fields and adopted the TEP methodology for describing location, audiences and resources. The information thus produced will be available for downloading into the TEPMIS.

1. The Joint Staff will establish policy guidance for the interface between JTIMS and TEPMIS. Such guidance will be developed in conjunction with JTS, CEP, and TEP program policies and/or guidance. Status of policy and guidance development will be included on the WWSC and WJTC agendas until the second meeting after the publication of the policy and guidance.

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2. USJFCOM will coordinate functional user inputs for automation interface requirements between JTIMS and TEPMIS, and provide policy/guidance recommendation inputs to the Joint Staff.

(2) IOC Declaration. Once applicable database conversions are complete and verified with selected users (USJFCOM and at least one other CINC staff representative), Joint Staff, J-7, will issue declaration of JTIMS IOC. From the IOC date on, JTIMS will be used for the development and planning of joint training.

b. Training

(1) User Training

(a) Initial Fielding Training. The JTIMS PM/Sub-PM will develop a training program for JTIMS users prior to and in support of JTIMS fielding and JTIMS initial fielding and IOC declaration. Upon receipt of this document each designated user member of the CMB, per subparagraph 4b(2) above, will provide training requirements to the JTIMS PM.

1. FOC. JTIMS PM/SPM will schedule a one-half day training session in conjunction with the Worldwide Joint Training Conference (WJTC) 2000. JTIMS PM will coordinate with Joint Staff, J-7, JDETD WJTC POC as required.

2. USJFCOM JTSSTs. In conjunction with site visits, USJFCOM JTSSTs will conduct a training on JTIMS capabilities and software. Through prior coordination, supported/hosting commands should expect to provide appropriate facilities and workstations (web capable), as coordinated with the JTSST Team Leader.

3. WBT. JTIMS PM/Sub-PM will ensure the development and continued upgrade of a Web-based learning tool available at IOC consistent with ADL architecture and standards. The USJFCOM JTSST training in support of JTIMS initial fielding and IOC declaration will use JTIMS WBT.

(b) Continuation Training. Maintaining continuity of JTIMS abilities on the use of JTIMS software within the combatant commands and combat support agencies is the responsibility of the organization. Coordinating continuation training on JTIMS revisions is the responsibility of the JTIMS PM with support from USJFCOM/JWFC.

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1. All commands using JTIMS will establish an in-house training program, as required. In-house JTIMS continuation training may be included in the Joint Staff CINC JTS Support Specialists initiative when fully implemented.

2. A WBT program is being developed in support of JTIMS.

a. JTIMS PM will publish guidelines for access to the JTIMS WBT 60 days prior to program IOC.

b. JTIMS PM will develop a JTIMS Help Desk concept of operations, to include programmatic inputs on resource requirements. Recommendations for implementation will be forwarded to the Joint Staff for approval and funding.

(2) Training Support. Based on user requests, USJFCOM JTSST visits may include appropriate training sessions to the supported/hosting command.

7. Roadmap to JTIMS+ -- JTIMS Master Plan (MP). Effective with the publication of this document, the JTIMS PM/Sub-PM will begin development of a JTIMS MP. This appendix serves as the initial version of the MP. The purpose of the MP is to describe and promulgate the programmatic direction, the "roadmap," for future JTIMS development. In so doing, the JTS user community, as well as the entire joint community, is provided insights as to what functionality is intended to address. This will reduce the likelihood of unnecessary duplication of effort and associated resource expenditure, and help in the integration of appropriate information management systems evolving in the future.

a. Topology of the Information Management System (IMS) Interface Requirements. This section of the JTIMS MP will describe the endstate topology/architecture of the envisioned comprehensive IMS available to the joint community in the conduct of joint training. This section may include, but is not limited to:

(1) Integrated Definition Zero (IDEF0) Activity To Be Modeling.

(a) Inputs. What elements must be provided to a process, where do they come from, how are they provided?

(b) Process. What is done with the input elements or internally generated elements; collated, aggregated, categorized, combined, etc. How is it done; manually, semiautomated, data reentry, fully automated?

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(c) Mechanisms. Who or what is used to facilitate the execution of the process?

(d) Outputs. What is created as a result of the process? Where is the result sent; in what format, how often, how quickly, how is it done; manually, semiautomated, data reentry, fully automated?

(e) Controls. What elements are required to control the execution of the process and attain the required outputs?

(2) Integrated Definition One Extended (IDEF1X) To Be Data Modeling. Used to document the database schema and relationships of data contained in, used by, and created from the result of the processes discussed above. Fully attributed models will be required to ensure compliance with required DOD data and entity relationships standardization within the JTIMS.

(3) Integration/Interface of Current Systems. Many joint information systems were started at different times, and for different purposes. Technologies were significantly different at the start of these systems and legacies are difficult to discard. These issues are further complicated by the fact that many such systems were designed, and are operated, by different defense contracting firms who have a vested interest in advancing certain systems over others. The frequent result is lack of interoperability of information systems. While many of these issues remain, the JTIMS program will nevertheless represent the functional automation requirements of the commander in identifying required interfaces and potential integration. It is not the intent of JTIMS to duplicate existing systems, but rather to fill existing voids, when required, and ensure data exchange takes place to the level necessary the commanders are supported with data automation to the highest degree possible.

(a) Joint Systems. JTIMS PM/Sub-PM will coordinate with the PMs of the following systems to enhance data exchanges identified by the JTS functional users. When a mutually agreed resolution cannot be reached, the JTIMS PM will forward the issue to the Joint Staff for appropriate action.

1. Doctrine/JEL. Future interfaces should allow user transparent access to current doctrine and TTP, both joint and applicable Service. JTIMS PM/Sub-PM and developers will work together to design the appropriate interfaces throughout JTIMS, with minimal impact on JEL.

2. JOPES. The automated portions of the JOPES provide a great deal of the data required by JTIMS. The requirement phase of JTIMS

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could provide both enhanced mission analysis and operational plan development to JOPES users; the joint community would benefit from command JMETLs more accurately reflecting current missions and operational plans. Likewise, OPLAN TPFDD interface with JTIMS would provide more accurate and timely data to the training and exercise community.

(b) Service Systems. Much of the data required by JTIMS already exists. Data on force location, activities, cost, consumables, etc., are tracked to various degrees by the Services. Systems such as USA SATS/ASATS, USAF/FALCON, USN/VIPER, and USMC/MCTEEP are all used to provide varying degrees of fidelity on Service units. The interface, integration, and/or data exchange among these systems and with JTIMS could greatly improve both the accuracy and the efficiency of all.

1. For example, US Army/TRADOC/ATSC software. US Army Training Systems Command (ATSC) has begun development of the future Army training information systems required to support USA's Army XXI concepts. Many of the initiatives of ATSC have equal applicability in the joint world, i.e., an integrated doctrine development/training course development using COTS software could be of great benefit to USJFCOM/JWFC as it begins joint courseware development for the joint community.

2. Because of the efficiencies to be gained by leveraging Service software development programs, and the potential for significant cost avoidance/savings, the Services will establish procedures to ensure the JTIMS CMB has timely visibility on Service initiatives for IMS software development.

(c) DOD Programs. Existing DOD programs could derive benefit from data generated by the JTS. However, previously defined procedures, and often policies, preclude the interface with such programs. The JTIMS MP will be coordinated with appropriate DOD IMS/program sponsors, including but not limited to:

1. Joint Staff, J-7, JEAD -- Remedial Action Program (RAP).
2. Joint Staff, J-7, MED -- Joint Virtual Learning Environment (JVLE).
3. Joint Staff, J-7, JDD -- (DOCNET).
4. Joint Staff J-3/J-38/DISA -- AJMRR.
5. Joint Staff, J-8 -- Joint Warfighting Capability Assessment (JWCA).
6. USJFCOM/Joint Center for Lessons Learned (JCLL).

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(4) Potential Integration/Interface. JTIMS MP will provide a functional description of application interfaces, to include a description of how existing systems could be interfaced and/or integrated to enhance either JTIMS or the other system, or both. For example:

(a) Interfacing Defense Manpower Data Center (DMDC) databases with JTIMS, would allow personnel accomplishing joint training to be tracked through the system. This would enhance the development and filling of Joint Manning Document (JMD) billets for joint operations, as well as assist in establishing credit programs for training already accomplished.

(b) Integrating force activity data of service unit scheduling tools with JTIMS would:

1. Reduce data entry requirements.
2. Improve visibility of force availability data.
3. Enhance the scheduling and deconfliction process.
4. Reduce OPTEMPO/PERSTEMPO.
5. Reduce unnecessary activity redundancy.
6. Document/archive operational and trained events.

(c) Integrating JTIMS JMETL data with Service training plan tools could automate the integration of Service component training activities into CINC JTPs, providing a command-wide training plan/schedule. Further roll-up could provide such information on a global scale.

(d) Integrating MSEL events with JSIMS scenario generation by providing a "Road to War" outline. Because MSEL events are linked, through training objectives, to JMETL/organization, which are in turn linked to operational missions, the ability to rapidly generate scenarios for potential mission rehearsals could be enhanced.

(e) Integrating existing cost databases could assist the commands in developing more accurate resource estimates. The USTRANSCOM conversion factors for converting required strategic lift into O&M funding will be automatically updated in JTIMS. By projecting this type of interface/integration to other existing algorithms JTIMS could provide accurate and timely cost projections both to the budget process and for "what-if"

excursions. For instance, JTIMS tracks JMET-UIC linkage. UIC lift requirements are identified and tracked by USTRANSCOM. By integrating USTRANSCOM data with other data available to the JTIMS Application Suite, the selection of a training site could also provide a lift cost estimate based on known UIC beddown location, lift/mileage/required deployment dates, and GIS data determining distance to training site locations. Likewise, similar deployment information (duration, location, etc.) USJFCOM/JWFC support personnel costs could be determined by applying current Joint Travel Regulation per diem rates.

b. Future Development

(1) Alternative Training Methods. JTIMS PM/Sub-PM and DJTI PM will coordinate efforts in the examination of the potential for development and/or G/COTS interfaces of an automated decision support tool to assist the commands in examining alternative training methods.

(a) Method/Mode/Media (m/m/m) Selection. The current JTS provides a basic decision tree/flowchart process to aid the commands in selecting appropriate m/m/m. There are COTS products that support this decision process in much greater detail through automated user interactions with expert systems. For example, user enter alternative selections on training requirements and pre-programmed expert systems aid in determining appropriate method, mode, and media, as well as providing cost estimates for each type selected. Future JTIMS could integrate/develop such systems to the extent that entering JMET/ORG provides expert-system information on the appropriate m/m/m, as well as cost.

(b) POI Development. Existing intelligent agents can retrieve appropriate information to provide course instructors "on-the-fly" development of courseware/programs of instruction. Such technology could greatly enhance force mission rehearsal training, even en route to a contingency operation.

(c) Distributed Training/Advance Distributed Learning. Industry is producing great advances in distributed learning. Potentially, JTIMS will provide the IMS capabilities for future training programs integrating the CJCS/CINC Sponsored JTS exercises, TEP events, and Service unit training activities. Reference the current Secretary of Defense guidance⁴:

"While yesterday's "right-time, right-place" learning paradigm met yesterday's military requirements, it cannot meet future

⁴ Report to the 106th Congress, Department of Defense Strategic Plan for Advanced Distributed Learning, April 30, 1999. <http://www.adlnet.org/index.htm>

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requirements based on more demanding deployment criteria and other time-sensitive constraints. Providing "anytime-anywhere" instruction is a key to maintaining military readiness in the information age and one of our foremost priorities. While US Armed Forces are the most capable in the world today, meeting the more complex readiness needs of the future will require the Department of Defense to reengineer its ability to deliver learning to an "anytime-anywhere" objective."

Secretary of Defense's Training Technology Vision. To meet the learning requirements of the future force, the Secretary of Defense issued his training technology vision, "... to ensure that DOD personnel have access to the highest quality education and training that can be tailored to their needs and delivered cost effectively, anytime and anywhere . . ."

(d) Further leveraging of advanced technology JTIMS will pursue migration from an on-site, server host to a "virtual database" applying intelligent agent search engine. This is expected to enhance user access to internal database information while reducing hardware costs of server hosting and maintenance. In examining this migration new issues arise, including but not limited to:

1. Providing DBA services for the JTIMS database to include assignment and/or management of user and user group access privileges; user registration, identification, and authentication; configuration management and archive support of the operational JTIMS database, and conduct of JTIMS security evaluations and accreditation.

2. Providing continuous database access and support for the JTIMS users and developers.

(e) CJCS Readiness Program. As stated, JTIMS is an IMS; its purpose is to automate appropriate functions of the JTS, not set/change policy. However, in concert with the evolution of current readiness systems toward the capabilities described in the CJCS Joint Vision 2020, JTIMS PM/Sub-PM will ensure that the technical innovations and upgrades are consistent with anticipated changes in the future Joint Training Policy and CJCS Readiness Program. The focused fielding of JTIMS supporting the current JTS, coupled with the continued pursuit of enhanced exchange of DOTMLPF data, will ensure JTIMS consistently supports its ultimate user, the US Armed Forces.

ENCLOSURE I

JOINT TRAINING MILESTONES

ANNUAL JOINT TRAINING MILESTONES

September

- Worldwide Joint Training Conference (WJTC)
- CJCS Training Guidance published annually including Chairman's Com-mended Training Issues (CCTIs) and Joint Training Master Plan (JTMP)
- Joint Training Curriculum Working Group (JTCWG) conference #1 held in conjunction with WJTC
- Joint Course Catalog reviewed

15 October

- Supported combatant commanders develop their JMETL and distribute to sup-porting combatant commanders, Service component commands, Combat Sup-port Agencies, and joint organizations
 - USEUCOM, USCENTCOM, USSOUTHCOM, USPACOM JMETL due
- Joint Course Catalog updated

February

- Worldwide Scheduling Conference (WWSC)
- JTCWG conference #2 held in conjunction with WWSC

15 March

- Supported combatant commanders, publish and distribute joint training plans (JTP), including the JMETL developed in October, to supporting combatant commanders, Service component commands, Combat Support Agencies, and joint organizations
 - USEUCOM, USCENTCOM, USSOUTHCOM, USPACOM JTP due

15 May

- Supporting combatant commanders publish and distribute joint training plans to supported combatant commanders, Service component commands, Combat Support Agencies and joint organizations
 - USJFCOM, USSOCOM, USTRANSCOM, USSTRATCOM, USSPACECOM, NORAD JTP and JMETL due

15 July

- Combat Support Agencies publish and distribute agency training plans (ATP), including AMETs, to supported combatant commanders, Service component commands, and joint organizations
 - DIA, DISA, DLA, DTRA, NIMA, NSA/CSS



JOINT TRAINING MASTER PLAN PLANNING TIMELINES

JTMP in Effect	WORLDWIDE JOINT TRAINING CONFERENCE (SEPTEMBER)	WORLDWIDE SCHEDULING CONFERENCE (FEBRUARY)	UPDATE EXECUTION YEAR OF: (During February WWSC)	VALIDATE SCHEDULING YEAR OF: (During February WWSC)	RESOURCE PLANNING YEARS THROUGH: (During February WWSC)	POM CYCLE
2002	2000	2001	FY 02	FY 03	FY 07	FY 03-07
2003	2001	2002	FY 03	FY 04	FY 08	FY 04-09
2004	2002	2003	FY 04	FY 05	FY 09	FY 05-09
2005	2003	2004	FY 05	FY 06	FY 10	FY 06-11
2006	2004	2005	FY 06	FY 07	FY 11	FY 07-11
2007	2005	2006	FY 07	FY 08	FY 12	FY 08-13
2008	2006	2007	FY 08	FY 09	FY 13	FY 09-13

ENCLOSURE J

REFERENCES

- a. CJCSI 3500.01 Series, "Joint Training Policy for the Armed Forces of the United States."
- b. Defense Planning Guidance, FY 2002-2007, April 2000.
- c. CJCSM 3500.03 Series, "Joint Training Manual for the Armed Forces of the United States."
- d. CJCSM 3500.04 Series, "Universal Joint Task List."
- e. CJCS Notice. 3501 Series, "Joint Training Master Schedule, 1997-2001."
- f. CJCSI 3150.01 Series, "CJCS Remedial Action Program."
- g. CJCSI 3150.25 Series, "Joint After-Action Reporting System."
- h. National Military Strategy of the United States of America, 1997.
- i. CJCSM 3113.01 Series, "Theater Engagement Planning."
- j. Joint Vision 2020, undated.
- k. Concept for Future Operations; Expanding Joint Vision 2010, May 1997.
- l. Title 10, United States Code Armed Forces, March 1995.
- m. CJCSI 3401.01 Series, "Chairman's Readiness System."

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GLOSSARY

PART I -- ABBREVIATIONS AND ACRONYMS

AAR	after-action report
ADL	Advanced Distributed Learning
ADLN	Advanced Distributed Learning Network
AFT	Air Force Task
AJMRR	Automated Joint Monthly Readiness Review
AMC	Air Mobility Command
AMETL	agency mission essential task list
AO	area of operations
AOR	area of responsibility
AT	US Army tasks
ATM	US Army tactical mission
ATP	Agency Training Plan
AWSIM	air warfare simulation model
BCR	Baseline Change Request
BCTP	Battle Command Training Program
C2W	command and control warfare
C3CM	command, control, and communications counter-measures
C4	command, control, communications, and computers
C4I	command, control, communications, computers, and intelligence
C4ISR	command, control, communications, computers, Intelligence, surveillance and reconnaissance
CAX	computer-assisted exercise
CBS	US Army Corps Battlefield Simulation System
CBT	computer-based training
CCB	configuration control board
CCTI	CJCS Commended Training Issue
CDC	Concept Development Conference
CEP	CJCS Exercise Program
CESI	CJCS exercise synchronization initiative
CINC	commander of a combatant command; commander in chief
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	CJCS instruction
CJCSM	CJCS manual
CJTF	commander, joint task force

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CM	consequence management; configuration management
CMB	configuration management board
CMO	Civil-Military Operations
CMX	crisis management exercise
COA	course of action
COCOM	combatant command (command authority)
COM	collection observation management
COMMZ	communications zone
CONPLAN	concept plan
CONUS	continental United States
COTS	commercial-off-the-shelf
CPX	command post exercise
CR	crisis response
CSA	combat support agency
CSAR	combat search and rescue
CSEP	CJCS-Sponsored Exercise Program
CTP	Commercial Ticket Program
DCA	defensive counterair
DBA	database administration
DEPTempo	deployment tempo
DIA	Defense Intelligence Agency
DISA	Defense Information Systems Agency
DJTI	Distributed Joint Training Initiative
DLA	Defense Logistics Agency
DMDC	Defense Manpower Data Center
DOD	Department of Defense
DOTMLPF	doctrine, organization, training, material, leadership and education, personnel, and facilities
DPG	Defense Planning Guidance
DSI	Defense Simulation Internet
DTRA	Defense Threat Reduction Agency
DTT	Deployable Training Team
EA	electronic attack
EEFI	essential elements of friendly information
EO	electro-optical
EW	electronic warfare
EXSCHED	exercise schedule
FOC	Full Operational Capability
FORSCOM	Forces Command
FTX	field training exercise
FUNCPLAN	functional plan

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FY	fiscal year
GCCS	Global Command and Control System
GIAC	graphic input aggregate control
HA	humanitarian assistance
HLA	high level architecture
HN	host nation
HNS	host nation support
IDEF0	Integrated Definition Zero
IDEF1X	Integrated Definition One Extended
IMP	implementation master plan
IMS	information management system
IO	information operations; independent organizations
IOC	initial operational capability
IPL	integrated priority list
IPS	illustrative planning scenario
IR	infrared
ITRO	inter-Service training organization
J-1	Manpower and Personnel Directorate
J-2	Intelligence Directorate
J-3	Operations Directorate
J-4	Logistics Directorate
J-5	Strategic Plans and Policy Directorate
J-6	Command, Control, Communications, and Computer Systems Directorate
J-7	Operational Plans and Interoperability Directorate
J-8	Force Structure, Resources, and Assessment Directorate
JAAR	joint after-action report
JAARS	Joint After-Action Reporting System
JAOC	Joint Air Operations Center
JC2WC	Joint Command and Control Warfare Center
JCATS	Joint Conflict and Tactical Simulations
JCET	joint combined exchange training
JCLL	Joint Center for Lessons Learned
JCSE	Joint Communication Support Element
JCTP	Joint Command Training Program
JEAD	Joint Exercise and Assessment Division, J-7 (formerly known as JETD)
JDETD	Joint Doctrine, Education and Training Division,

	Joint Staff (J-7)
JDISS	Joint Deployable Intelligence Support System
JDL	Joint Digital Library
JDLC	Joint Distributed Learning Center
JDLS	Joint Digital Library System
JECG	joint exercise control group
JEL	Joint Electronic Library
JELC	joint exercise life cycle
JEMP	Joint Exercise Management Package (now renamed JTMS)
JET	joint event teams
JFACC	joint force air component commander
JFC	joint force commander
JFLCC	joint force land component commander
JFMCC	joint force maritime component commander
JIC	Joint Information Center
JLLP	Joint Lessons Learned Program
JLOTS	joint logistics over-the-shore
JMET	joint mission essential task
JMETL	Joint Mission Essential Task List
JMRR	Joint Monthly Readiness Review
JOA	joint operations area
JOPES	Joint Operation Planning and Execution System
JPME	joint professional military education
JROC	Joint Requirements Oversight Council
JRSOI	Joint reception, staging, onward movement, and integration
JSCP	Joint Strategic Capabilities Plan
J-SEAD	Joint Suppression of Enemy Air Defense
JSIMS	Joint Simulation System
JTAC	Joint Tactical Augmentation
JTAO	joint tactical air operations
JTC	Joint Training Confederation
JTCDMP	Joint Training Course Development and Manage- ment Process
JTCWG	Joint Training Curriculum Working Group
JTF	joint task force
JTF-CS	Joint Task Force-Civil Support
JTMS	Joint Training Information Management System (formerly JEMP)
JTM	Joint Training Manual
JTMP	Joint Training Master Plan
JTMS	Joint Training Master Schedule
JTP	Joint Training Plan; Joint Training Policy
JTS	Joint Training System

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JTSS	Joint Training System Specialist
JTSST	Joint Training System Support Team
JTTP	joint tactics, techniques, and procedures
JULLS	Joint Universal Lessons Learned System
JV	Joint Vision
JWCA	Joint Warfighting Capability Assessment
JWFC	Joint Warfighting Center
LOC	lines of communication
M&S	modeling and simulation
MPM	Mission Planning Module
MRM	Mission Requirements Module
MSCLEA	Military Support for Civilian Law Enforcement
MSEL	master scenario event list
MTA	mission training assessment
MTG	Master Training Guides
MTW	major theater war
NATO	North Atlantic Treaty Organization
NBC	nuclear, biological, and chemical
NCA	National Command Authorities
NGO	Nongovernmental Organizations
NIEX	No-Notice Interoperability Exercise
NIMA	National Imagery and Mapping Agency
NIPRNET	Unclassified, but Sensitive Intent Protocol Router Network
NLT	not later than
NMS	National Military Strategy
NSA	National Security Agency
NSC	National Security Council
NTA	naval tasks
O&M	operations and management
OIR	operational interface requirements
OP	Operational Level-of-War (UJTL)
OPLAN	operation plan
OPR	office of primary responsibility
OPTEMPO	operating tempo
OSD	Office of the Secretary of Defense
PA	public affairs
PERSTEMPO	personnel tempo
PDD	Presidential Decision Directive
PF	POSITIVE FORCE exercise

PM	Project Manager
PME	professional military education
POA	Plan of Actions and Milestones
POC	point of contact
POD	port of debarkation
POI	Program of Instruction
POM	Program Objective Memorandum
PPBS	planning, programming, and budgeting system
PR	POSITIVE RESPONSE Exercise
QDR	Quadrennial Defense Review
RAP	Remedial Action Project
RESA	research, evaluation and system analysis
RF	Russian Federation
SIGSEC	signal security
SIPRNET	SECRET Internet Protocol Router Network
SN	Strategic National Level-of-War (UJTL)
SOR	special operations forces
SOW	statement of work
SPM	Subprogram Manager
SPR	Software Program Report
SSCO	small scale contingency operations
ST	Strategic Theater Level-of-War (UJTL)
TA	Tactical Level-of-War (UJTL)
TEP	Theater Engagement Plan/Planning
TMD	theater missile defense
TMDEX	theater missile defense exercise
TPA	Training Proficiency Assessment
TPE	Training Proficiency Evaluation
TPFDD	time-phased force deployment data
TPO	Task Performance Observations
TRO	Training and Readiness Oversight
TTP	tactics, training, and procedures
UCP	Unified Command Plan
UE	UNIFIED ENDEAVOR Exercise
UIC	unit identification code
UJTL	Universal Joint Task List
UN	United Nations
USCENTCOM	United States Central Command
USEUCOM	United States European Command
USG	United States government

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USJFCOM	United States Joint Forces Command
USPACOM	United States Pacific Command
USSOCOM	United States Special Operations Command
USSOUTHCOM	United States Southern Command
USSPACECOM	United States Space Command
USSTRATCOM	United States Strategic Command
USTRANSCOM	United States Transportation Command
UTC	unit type code
VTC	video teleconferencing
WBT	web-based training
WJTC	Worldwide Joint Training Conference
WMD	weapons of mass destruction
WWSC	Worldwide Scheduling Conference

PART II -- DEFINITIONS

after-action review. 1. A process designed to provide commanders direct feedback on the accomplishment of selected joint mission-essential tasks, conditions, and standards stated in terms of training objectives for the commander to evaluate training proficiency. 2. An analytical review of training events that enables the training audience, through a facilitated professional discussion, to examine actions and results during a training event. Also called AAR.

assessment. Assessments synthesize the AARs of multiple training event evaluations to determine whether the force is adequately trained.

Chairman of the Joint Chiefs of Staff Joint Training Master Plan. A plan developed and updated by the Chairman of the Joint Chiefs of Staff (CJCS) that provides planning guidance. The plan includes, as a minimum, CJCS guidance, and CJCS Commended Training Issues. Also called JTMP.

Chairman of the Joint Chiefs of Staff Joint Training Master Schedule. A schedule of the Chairman of the Joint Chiefs of Staff (CJCS) exercise program events that integrates the joint training schedules of the combatant commands, Defense Threat Reduction Agency, and the schedule of the CJCS-sponsored exercises. The schedule includes, as a minimum, exercise summaries for the program year and the following 5 years. Also called JTMS.

combatant command joint training schedule. A resource-constrained program developed and updated annually by the combatant command staff that integrates the combatant commands' joint training plans and the schedule of the combatant commander-sponsored exercises. The schedule normally includes exercise summaries for the program year as well as proposed summaries for the following 5 years. Also called combatant commander JTS.

combatant command joint training plan. A plan developed and updated annually by each combatant commander that defines the strategy for training assigned forces (training audience) in joint doctrine and tactics, techniques, and procedures to accomplish the mission requirements over the selected training period. Specifically, the plan identifies the training audience, the joint training objectives, the training events, and required training resources.

command-linked tasks. Discrete events or actions designated by a joint force commander that must be performed by commands and agencies outside the command authority of the joint force, if the joint force is to suc-

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cessfully perform its missions. Command-linked tasks are designated by the supported joint force commander, but are normally scheduled for training, evaluated, and assessed by the organization providing the support.

conditions. Those variables of an operational environment or situation in which a unit, system, or individual is expected to operate that may affect performance.

crisis action planning. 1. The Joint Operation Planning and Execution System process involving the time-sensitive development of joint operation plans and orders in response to an imminent crisis. Crisis action planning follows prescribed crisis action procedures to formulate and implement an effective response within the timeframe permitted by the crisis. 2. The time-sensitive planning for the deployment, employment, and sustainment of assigned and allocated forces and resources that occurs in response to a situation that may result in actual military operations. Crisis action planners base their plan on the circumstances that exist at the time planning occurs.

criterion. The minimum acceptable level of performance associated with a particular measure of task performance. It is often expressed as hours, days, percent, occurrences, minutes, miles, or some other command stated measure.

deliberate planning. 1. The Joint Operation Planning and Execution System process involving the development of joint operation plans for contingencies identified in joint strategic planning documents. Conducted principally in peacetime, deliberate planning is accomplished in prescribed cycles that complement other Department of Defense planning cycles in accordance with the formally established joint strategic planning system. 2. A planning process for the deployment and employment of apportioned forces and resources that occurs in response to a hypothetical situation. Deliberate planners rely heavily on assumptions regarding the circumstances that will exist when the plan is executed.

essential task. Tasks based on mission analysis and approved by the commander that are absolutely necessary, indispensable, or critical to the success of a mission.

evaluation. An evaluation is tied to a specific training even and is an internal command responsibility, intended to determine whether specific training objectives were met.

exercise. A military maneuver or simulated wartime operation involving planning, preparation, and execution. It is carried out for the purpose of training and evaluation.

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exercise objective. Specific statement of purpose, guidance, and/or direction for an exercise.

implied task. A task that is not stated, but necessary to do the mission.

individual joint training. Training offered to prepare individuals to perform duties in joint organizations or to operate uniquely joint systems (e.g., joint intelligence support system). Individual joint training can be joint academic courses or other organizational training conducted by the Office of the Secretary of Defense, combat service agency, combatant command, or Service.

interagency/intergovernment training. Military training to prepare interagency and/or international decision makers and supporting staffs to respond to National Command Authorities (NCA)-approved mandates. Interagency and intergovernment training is based on NCA-derived standing operating procedures, as applicable.

interagency operations. Operations in which government or nongovernment agencies interact with the Armed Forces of the United States. These agencies may include the National Security Council, headquarters of operating elements of the Departments of State and Transportation, the Central Intelligence Agency, and the Adjutants General of the 50 states and four territories; other US Government agencies; agencies of partner nations; nongovernmental organizations; regional and international organizations such as the North Atlantic Treaty Organization and the United Nations; and the agencies of the host country.

interoperability. The ability of systems, units, or forces to provide services to and accept services from other systems, units, or forces and to use the services so exchanged to enable them to operate effectively together.

issue. A shortcoming or deficiency identified during training, experimentation, evaluations, assessments, or operations that preclude performance to standard and requires focused problem solving. Defined and analyzed in terms of doctrine, organization, training, education, materiel, leadership, and personnel to facilitate correction and validation.

joint after-action report. A written report consisting of joint universal lessons learned that provides the official description of an operational training event and identifies significant lessons learned. Also called JAAR.

joint combined exchange training. Joint combined exchange training (JCET) is an overseas, combined training event primarily designed to benefit US

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Special Operation Forces METL/JMETL training, may be joint, utilizes 2011 reporting procedures, is MFP 11 funded, uses no foreign military assistance funds, and is prioritized through the theater combatant commander, coordinated through the US ambassador and DOS, and approved by SecDef. Also called JCET.

joint exercise. A joint military maneuver, simulated wartime operation, or other Chairman of the Joint Chiefs of Staff/combatant-commander-designated event involving planning, preparation, execution, and evaluation. A joint exercise involves forces of two or more Military Departments interacting with a combatant commander or subordinate joint force commander; involves joint forces and/or joint staffs; and is conducted using joint doctrine or joint tactics, techniques, and procedures.

joint exercise life cycle. Describes the design, planning, preparation, execution, and evaluation and reporting stages required to successfully execute a discrete training event.

joint mission essential task. A mission task selected by the joint force commander deemed essential to mission accomplishment and defined using the common language of the universal joint task list in terms of a task. Force providers will also select additional tasks in accordance with their joint training mission for assigned combatant headquarters and forces and deemed essential to the mission of the combatant headquarters and forces. Also called JMET.

joint mission essential task list. A list of joint mission-essential tasks selected by a commander to accomplish an assigned or anticipated mission. A joint mission essential task list includes associated tasks, conditions, and standards and requires the identification of command-linked and supporting tasks. Also called JMETL.

Joint Professional Military Education. That portion of professional education concentrating on the instruction of joint matters. Also called JPME.

joint training. Military training based on joint doctrine or joint tactics, techniques, and procedures to prepare joint forces and/or joint staffs to respond to strategic and operational requirements deemed necessary by combatant commanders to execute their assigned missions. Joint training involves forces of two or more Military Departments interacting with a combatant commander or subordinate joint force commander; involves joint forces and/or joint staffs; and is conducted using joint doctrine or joint tactics, techniques, and procedures.

joint training objective. A statement that describes the desired outcome of a joint training activity. Training objectives are derived from joint mission

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essential tasks, conditions, and standards.

lesson learned. 1. A technique, procedure, or practical solution that allowed the task to be accomplished to standard based upon an identified shortcoming or deficiency within a specific command or circumstance that may be applicable to others in similar circumstances. 2. A changed behavior based on previous experiences that contributed to mission accomplishment.

master training guide. A collection of tasks and associated conditions and standards usually for a specific joint organization. Tasks are derived from joint doctrine and are grouped on a mission and/or functional basis to support organizational training. Also called MTG.

measure. Provides the basis for describing varying levels of task performance.

military training. The instruction of personnel to enhance their capacity to perform specific military functions and tasks; the exercise of one or more military units conducted to enhance their combat readiness.

mission. 1. The task, together with the purpose, that clearly indicates the action to be taken and the reason therefor. 2. In common usage, especially when applied to lower military units, a duty assigned to an individual or unit; a task. 3. An assignment with a purpose that clearly indicates the action to be taken and the reason therefor.

mission proficiency assessment. A commander's subjective assessment of the command's ability to perform assigned missions.

multinational exercises. Exercises that train and evaluate United States and other national forces or staffs to respond to requirements established by multinational force commanders to accomplish their assigned missions.

multinational operations. A collective term to describe military actions conducted by forces of two or more nations, typically organized within the structure of a coalition or alliance.

multinational training. Military training based on allied and/or coalition, joint, and/or Service doctrine, as applicable, to prepare personnel or units for multinational operations in response to National Command Authorities directives.

operation. A military action or the carrying out of a strategic, tactical, service, training, or administrative military mission; the process of carrying on

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combat, including movement, supply, attack, defense, and maneuvers needed to gain the objectives of any battle or campaign.

Professional Military Education. The systematic instruction of professionals in subjects that will enhance their knowledge of the science and art of war. Also called PME.

program of instruction. A series of related lessons designed to satisfy a specific joint training requirement (e.g., joint task force headquarters).

Service training. Military training based on Service policy and doctrine to prepare individuals and interoperable units. Service training includes basic, technical, operational, and interoperability training in response to operational requirements deemed necessary by the combatant commands to execute assigned missions.

specified task. A task explicitly stated and assigned.

standard. The minimum acceptable proficiency required in the performance of a task. For mission-essential tasks of joint forces, each task standard is defined by the joint force commander and consists of a measure and criterion.

standing operating procedure. A set of instructions covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness. The procedure is applicable unless ordered otherwise. Also called SOP.

supporting task. Specific activities that contribute to accomplishment of a joint mission essential task. Supporting tasks associated with a command or agency's mission essential task list are accomplished by the joint staff or subordinate commands or agencies.

task. A discrete event or action that enables a mission or function to be accomplished by individuals or organizations.

task performance observations. For joint training, a listing of a training audience, training objectives, observer reports, and an executive summary for the commander to review and make a training proficiency evaluation.

training assessment. An analytical process used by commanders to determine an organization's current levels of training proficiency on mission essential tasks. This process also supports the Chairman of the Joint Chiefs of Staff's and combatant commanders' cumulative assessments of overall joint readiness.

training evaluation. The process used to measure the demonstrated ability of the training audience to accomplish specified training objectives.

training proficiency assessment. Derived from the primary trainer's subjective assessment of an organization by comparing collective training proficiency evaluations and other training inputs over time, against joint mission-essential tasks, conditions, and standards. Also called TPA.

training proficiency evaluation. An objective evaluation of an organization's performance with respect to training objectives. They are produced during the execution phase of the Joint Training System. Also called TPE.

war game. A simulation, by whatever means, of a military operations involving two or more opposing forces, using rules, data, and procedures designed to depict an actual or assumed real life situation.